

**FY 2000**

# **R<sub>4</sub>**

**USAID/Namibia**



**Parts I, II & III**

**RESULTS REPORT**

**MARCH 1998**

**Note:**

Non-text files (e.g., spreadsheets, charts, maps, etc.)  
have been appended at the end of the document



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**USAID Namibia**

February 26, 1998

Ms. Carol Peasley  
Acting Assistant Administrator for Africa  
U.S. Agency for International Development  
Washington, D.C. 20523

Dear Ms. Peasley:

This R4 for FY 2000 is being presented at a critical juncture in the USAID development program in Namibia. Now in its seventh year of implementation and about to begin its third year under the approved five year CSP, our program has demonstrated that great progress can be achieved by focussed program that maximizes synergies among Strategic Objectives.

At the national policy level, we believe our program is helping Namibia to become an African "success" story. Key to this is S.O. #1, our priority S.O. and the one which aims to achieve enhanced roles for Namibians historically disadvantaged by apartheid (HDNs). We are currently designing a second generation RP based on (a) lessons learned from our three year pilot effort, (b) important, albeit slow-in-coming, improvements in the enabling environment, and (c) a new, more focussed "commanding heights" approach to HDN advancement.

USAID also has an opportunity to make a major leap forward in the democracy area, now that the Namibian Parliament's "Agenda for Change" has been approved by the Cabinet and strongly endorsed (on February 17, 1998) by President Nujoma as the blue print for parliamentary autonomy, accountability and competency. Heretofore, USAID/Namibia's S.O.#4 has supported this Parliamentary reform initiative under informal Memoranda of Understanding, because only the Parliamentary Houses had adopted the "Agenda for Change". Now we are preparing an intensified effort through a Strategic Objective Agreement with the GRN.

We cannot overstate the importance of full AID/W support for these key initiatives, which are so crucial to Namibia's successful graduation. In the R4, we make a more detailed case for restoring FY 1999 cuts in both of these strong performing, critical S.O.s. Also essential to Namibia's ability to reach its full potential as an African "success" story will be the commitment of its major partners to maintain funding levels on a consistent basis over the next five to seven years.

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This R4 makes the case (see Parts III and IV) I have previously made to AFR/DP and the AFR Front Office: that straightforward, on-target programs that are scheduled for graduation represent what the Agency should be striving for -- upcoming success stories with good results at a defined, limited program and OE cost -- and these programs should be given separate consideration from the long-term, open-ended programs and be "protected" from the vagaries of annual appropriations and related actions that could undermine their "asset value" to the Agency. To support such an AID/W decision, we have included an "out year" budget table.

In terms of results under Part II, overall trends validate that our program is on track, and has exceeded expectations under one of the four approved S.O.s and met expectations under the other three. We acknowledge that disappointments have occurred at the Intermediate Result level during this R4 period, particularly in the private sector under S.O. #1. However, in each such situation, we have found ways to surmount these obstacles and in some cases found new avenues for change.

Worth highlighting from Part II are some of our many successes:

- Out of 11 USAIDs audited worldwide by the Office of the Inspector General (June 97) under Agency goal Protecting the Environment, Namibia was the one and only USAID identified as being in full compliance with the Government Performance Results Act (GPRA 93) in terms of established criteria for managing results and performance under "reengineering".
- Our M&E system under the S.O. #1 results package for NGO training has been cited by CDIE as a good model for monitoring "linked" training programs;
- Two of our four Strategic Objectives -- S.O. #3, environment, and S.O.#4, democracy -- were cited as good models in their respective categories in the Africa-wide "Best Practices" report issued on last year's R4 reviews; and
- Collectively, to ensure Namibian ownership and partnering in carrying out our program, USAID has participated in more than fifty meetings with our key partners and intermediate customers during this one year period. These include at the RP level: quarterly technical and oversight meetings, focus group discussions, S.O. team meetings, and workshops. At the policy level, USAID engages regularly in policy dialogue with senior officials, particularly the Director General of National Planning Commission, Permanent Secretaries in partnering ministries and, on occasion, both the Speaker of the House and the Chairman of the National Council at Parliament and key Ministers. At the donor level, USAID actively participates in and often provides leadership to bi-monthly donor coordination meetings chaired by UN. Meetings held with key leaders in the NGO community include Namibian National Chamber of Commerce and Industry, the Namibian Non-Governmental Organizations' Forum and sister umbrella organizations.

Part III of this report discusses in detail USAID Namibia's compliance with terms and conditions of the CSP management contract, as outlined in the November 25, 1997

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management letter. Worth noting is that USAID has already begun to actively engage our major partners in discussions on ways to ensure sustainable programs and strategies beyond graduation in 2005. These strategies, which include targeted HRD, institutional reforms and endowments, are further described within each S.O. in Part II.

The "out year" budget table included in this R4 shows how all of these initiatives will be financed within Namibia's modest \$8 million average OYB. The R4 also outlines ways in which we are optimizing synergies with regional programs to effect objectives under RCSA's environment and democracy S.O.s. We have also restated our commitment to using disadvantaged enterprises within the implementation of our program and proposed future targets in this area. Finally, the R4 describes how we are supporting the GRN's drought task force and the development of a national disaster plan (see "crises management" in Part III).

In Part IV, USAID Namibia has revalidated S.O. #1, enhanced roles for HDNs, as the priority ranked S.O. Our joint (AFR - USAID/N) commitment to this S.O. was acknowledged in the November 1997 management letter. That management letter also pledged the Africa Bureau would continue to support human resources as the "core" of our program strategy in Namibia.

In reviewing resources under Part IV of this R4, it is hoped that the reader(s) will recognize the disparity between the size of our assistance program and the small number of USAID staff and perhaps obtain a better understanding of how efficient, dedicated and hard-working this Mission is. The USAID staff of five USDHs and three US PSCs is among the lowest ratio of staff to program worldwide. Given the above, implementation of our program is heavily dependent upon partnering schemes with six U.S. based PVOs and NGOs who collectively account for 60% of our program.

My staff and I trust that this R4 sets out for the AID/W audience an accurate picture, both in narrative and charts, of what USAID Namibia is achieving and trying to achieve in Namibia. These achievements are, as described in the R4, an integral part of the overall U.S. Mission's performance plan in Namibia. They would not have been possible without the full understanding and support of Ambassador George Ward and his staff.

Yours sincerely,

(Signed - 02/26/98)

**Edward J. Spriggs**  
**USAID Resident Representative**

## **PART I**



## OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

**General: The Namibia Program is on track overall; one of the four approved Strategic Objectives has exceeded and three have met identified targets and expectations.**

As we enter the new millennium, the USAID Namibia program, now in its seventh year of implementation, is designed to help this new democracy overcome its apartheid legacy of gross disparities across the social and economic spectra while laying the groundwork for Namibia to prosper in the competitive twenty-first century -- to become a true African success story. Although Namibia has a high per capita income of \$1,917, distribution is highly skewed along racial lines. The 5% white minority receives 70% of Gross Domestic Product (GDP), enjoys incomes on a par with those found in developed countries, and has almost exclusive access to quality education and social services. Approximately 44% of the total arable land, including nearly all of the best farmland, is held under freehold by some 4,500 commercial white farmers. In contrast, 60% of the black majority population live in the northern part of the country on marginal communal small holdings. The lowest 55% of income recipients, overwhelmingly from the majority black population, are primarily rural and share 3% of the GDP, with a per capita income of less than \$100 per year. Gross socioeconomic disparities and inequalities place Namibia significantly below South Africa and Botswana on the 1997 United Nations Human Development Report's Profile on Human Deprivation list. **The most critical development need in Namibia has been identified as lack of human resources**, which affects all levels of society and all economic activities.

Our basic strategy embodied in the approved Country Strategic Plan (CSP) of 1996 and reconfirmed in our current management contract renewed November 1997, is to focus assistance on human resources development, basic education, natural resources management and democratic institution building through the CSP approved "graduation" date of 2005. By that time, the strategy anticipates that the human resource base will be sufficient -- a critical mass of Namibians well trained in key skill areas will have been created -- to enable the country to continue its development progress toward true middle income status with considerably reduced donor assistance. In addition, by that time, USAID would have been able to put in place strategies to ensure continuance of sustainable successes beyond 2005.

USAID Namibia's Goal remains: *The strengthening of Namibia's new democracy through the social, economic and political empowerment of Namibians historically disadvantaged by apartheid.* The success of the program together with the ability to achieve the four approved Strategic Objectives (S.O.s), is linked to availability of funding and adequate staffing resources. This will be especially true during the next critical five year period beginning in FY 2000.

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All four Strategic Objectives are fully integrated into, and are a major driving force behind, the U.S. Mission's Performance Plan (MPP), as denoted in the chart in Part I, page six. In FY 1997, the USAID program contributed 59% (\$8.7 million) of the total USG assistance funding (\$14.75 million) provided to Namibia. This same level of assistance is expected to prevail through FY 2000. The current Management Contract with the Africa Bureau, renewed in November 1997, revalidate the linkage of the USAID Namibia program to the Agency and Africa Bureau Goals as discussed below.

### **Strategic Objectives' Contribution to MPP, Agency Goals and US foreign policy Objectives**

The development assistance program managed by U.S. Agency for International Development (USAID) in Namibia contributes directly to three United States national interests: economic prosperity, democracy and the global environment. At the country level, USAID is a major contributor towards the U.S. stated interest in fostering a positive environment for democracy, stability and economic growth in Southern Africa in general and in Namibia in particular. Namibia is important as one of the best democratic examples in Africa and as a stabilizing influence in a sub-region of strategic and economic importance to the United States.

Under the U.S. Strategic Plan for International Affairs (SPIA), the USAID development assistance program contributes directly to four of the sixteen identified strategies namely:

- increase global economic growth;
- promote broad-based economic growth in development economies;
- increase foreign government adherence to democratic practices and respect for human rights; and
- secure a sustainable global environment in order to protect the United States and its citizens from effects of international environmental degradation.

All MPP goals are closely linked to the seven U.S. national interests identified in the SPIA. In turn, activities under the four USAID S.O.s are integral elements of the MPP. In support of the Mission Performance Plan (MPP), three of the four Strategic Objectives and the majority of USAID funds support MPP priority Goal #1, "Promote Sustainable and Equitable Economic Growth in Namibia" (S.O.#1's expanded roles for Historically Disadvantaged Namibians (HDNs) through training, S.O.#2's support for quality basic education, and S.O.#3's sustainable environment through community based natural, resources management) S.O.#4 contributes towards MPP Goal #2, "Support Namibia's Evolving Democratic Process and Respect for Human Rights". MPP Goal #3, "Strengthened support for U.S. Policy Goals and Regional Security Objectives, and increased understanding of American Society" crosses more than one S.O. and is being supported by activities under S.O.#3 and S.O.#4 through linkages to the Regional Center for Southern Africa under environment and democracy/governance objectives.

### **Constraints at the Strategic Objective Level**

***S.O.#1 Enhanced roles for historically disadvantaged Namibians in key public sector, NGOs and private sector organizations***

#### **Changed Agency Goal:**

Based upon incomplete guidance from AID/W, Agency parameters for review and funding of strategies for human capacity development may recommend a shift of S.O.#1 from Agency Goal "Broad-Based Economic Growth" to the new Agency Goal: "Human Capacity Built through Education and Training". However, the Agency has not yet fully developed indicators, targets and approaches for a goal that encompasses education and training. Existing indicators and targets provided to date are limited to basic education at the primary level and capacity building within institutions of higher education. S.O.#1 contributes directly towards Agency priorities under economic growth, at the same time that it supports the new Agency goal for human capacity building. USAID Namibia is concerned that its unique Human Resource Development (HRD) approach under S.O.# 1, designed to address Namibia's post-apartheid human resource needs and priorities, may not receive a fair review under either Economic Growth or Human Capacity Goal areas as currently developed.

#### **Operating Environment:**

The S.O.#1 Results Framework has three components: public, private and NGO Sectors. Advancement of HDNs through managerial and related training is generally meeting, and in some cases, exceeding qualitative and quantitative expectations. The exception is quantitative expectations for the private sector. The quantitative targets were premised on GRN and civil society expectations that affirmative action legislation would be in place in 1996. However, legislation has not yet been enacted because of all the complexities which surround this issue. Such legislation is still widely perceived as needed, even by the private sector, to undermine the effects of continued apartheid-era attitudes and practices which have persisted in keeping HDNs largely out of managerial and professional positions in the mainstream private sector eight years after independence. USAID Namibia's strategy is to continue its private sector HRD strategy with or without this legislation, pressing for qualitative improvements in the macro-environment and at the individual company level. In any case, the development of the legislation is well advanced; informal public hearings have been held and the Bill is expected to be introduced in Parliament in the first half of 1998.

**S.O.#2: Improved delivery of quality primary education to Namibian learners in grades one to four**

#### **Sustainability of investments in Education:**

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Since independence in 1990, education has been the largest and most rapidly increasing component of the Government (GRN) budget, accounting for 26 to 30% of expenditures. The majority of these expenditures are salary and management related. While ample justification for heavy expenditures in education may be found in the severe imbalances inherited from apartheid, such a level of commitment cannot be sustained indefinitely. The problem of educational finance arises not so much from the high enrollment growth (although the financial problem would be smaller if enrollment growth were slower) as from expenditures aimed at improving educational quality, especially for historically disadvantaged groups. Improving educational quality therefore remains a challenge. Thus, the ability of USAID and other partners to maintain the present levels of funding through 2005 will be critical to the GRN's ability to implement its educational reform program at the national level.

### **S.O.#3: Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources**

#### **Weaknesses at Ministry of Environment and Tourism (MET):**

S.O.#3 was ranked among the top quartile environmental activities in Africa and was chosen as a model in the R4 "Best Practices" document. However, much of the success achieved in strengthening policy and planning capacity in MET and increasing the capacity of MET to integrate community development into its existing outreach programs has been dampened by the low political standing of the Ministry. In early December, a cabinet reshuffle occurred in which the MET received its third new Minister and Permanent Secretary since Independence. It is too early to determine whether or not these new changes will strengthen MET's capacity to address the major management and policy issues in the environmental arena.

**S.O.#4: Increased Accountability of Parliament to all Namibian Citizens**

**Progress towards a more accountable Parliament:**

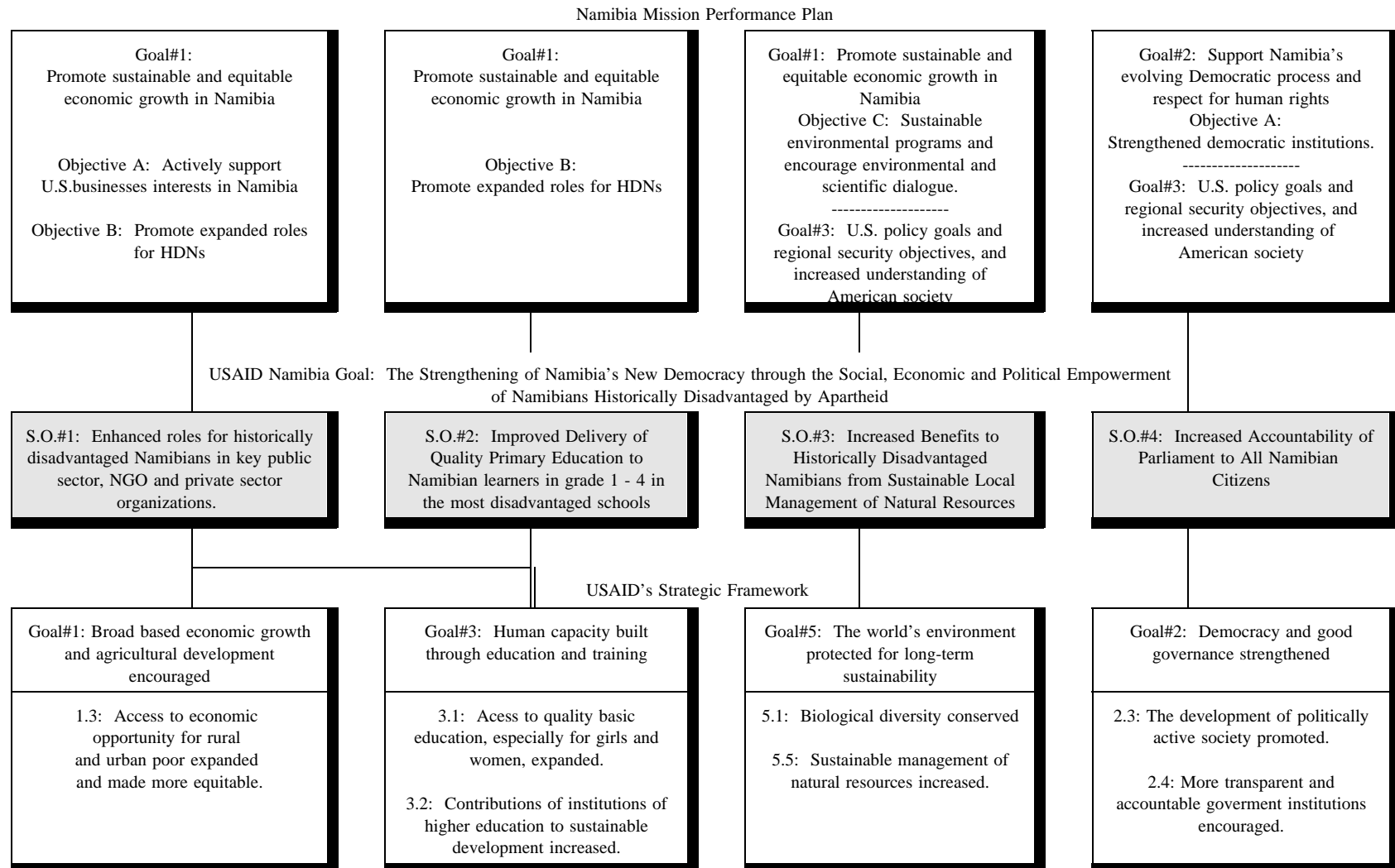
Although Namibia's S.O.#4 was cited as being among the top Democracy and Governance (D/G) programs in Africa and was chosen as a model in the R4 "Best Practices" document, the chief constraint has to do with the reduction in funding levels by AID Washington. The FY 1999 requested \$1 million was reduced by Washington to \$750,000 or 25%. This S.O., which is the least resourced of the four S.O.s, does not have any pipeline. USAID's ability to continue to support advocacy in the Non Governmental Organizations (NGOs) strengthened under S.O. #1 is now in jeopardy and will, if funds are not restored, seriously hamper achievement of S.O.#4 civil society-building activities. Given the amount of accomplishments and the expected build up of activities as we go towards the graduation date, this will effectively slow down the anticipated D/G results. USAID believes this is a critical element for Namibia's graduation.

**Funding constraints:**

The major constraint to USAID Namibia's ability to reach its goal and exit goals by 2005 is directly linked to availability of funding. Since approval of the CSP in February 1996 and implementation of our contract in May 1996, USAID Namibia has suffered annual cuts in OYB levels. Unfortunately, most of these cuts have occurred in S.O.#1, the primary S.O. for reaching our overall goal to create a critical mass of trained HDNs by graduation. The full implication of these periodic cuts is discussed in Parts III and IV below.

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**FIGURE 1: Relationship of USAID Namibia S.O.'s to the Mission Performance Plan and Agency Objectives**



**PART II: PROGRESS TOWARD STRATEGIC OBJECTIVE #1**

*Enhanced roles for historically disadvantaged Namibians in key public sector, NGOs and private sector organizations.*

**SUMMARY TABLE:**

Objective / IR name	Rating	Evaluation findings
Strategic Objective #1: <i>Enhanced roles for historically disadvantaged Namibians in key public sector, NGOs and private sector organizations</i>	Met	The 1997 HRD assessment identified successful private sector approaches that could be consolidated or expanded and an overall need to scale up activities. The Africare Evaluation, 9/97 supported these findings
IR 1.1: Increased number of historically disadvantaged Namibians acquiring enhanced managerial and technical skills and knowledge	Met	
IR 1.2: Improved access for trained historically disadvantaged Namibians to technical, managerial and leadership positions	Exceeded	
I.R. 1a*: Improved institutional performance of key economic-growth and planning related Ministries and NGOs	Met	
I.R. 1b*: Improved policy and legislative environment for the professional development of trained HDNs	Failed to meet	
Percent funding through NGOs and PVOs: FY98 <u>15%</u> ; FY 99 <u>15%</u> ; FY00 <u>0%</u>		

\* Results outside USAID Namibia's manageable interest (CSP, 1996)

S.O.#1's strategy is to prepare Namibians historically disadvantaged by apartheid (HDNs) to move competently into leading roles in the next century -- roles entailing ownership, management and leadership, with the capacity to analyze the country's development challenges and devise Namibian solutions to them. The mission has dubbed this our "commanding heights" HRD Strategy. A two-pronged approach is adopted and customized for each of the three areas of focus (*key public sector, NGOs and private sector organizations*). At an individual level it directly addresses the issue of **critical mass** (adequate numbers and levels of trained HDNs) and at an organizational level it ensures the **internal environment** needed for individuals to assume higher-level or enhanced roles within their organizations. Based upon increased experience during the reporting period, USAID is currently developing activities, anticipated results, measures and targets, under a third I.R. that addresses the larger external environment for HDN role enhancement, which focuses on the activities of key partner organizations (see Expected Progress, below).

Three results packages support the achievement of results under this S.O. The ATLAS RP provides MA-level training across sectors. The HRDA RP provides short-term public and private sector management training and organizational development assistance. Activities in the NGO sector are carried out under the READ results package which improves NGO organizational capacity and increases staff skills.

S.O.#1 supports the Mission Performance Plan (MPP) Goal 1, "Promote sustainable and equitable economic growth in Namibia" which, in turn, responds to U.S. national interests in economic prosperity and global issues. It contributes directly towards Agency priorities under **economic growth**, particularly by reinforcing the conditions to broaden and sustain that growth. S.O.#1 directly supports the new Agency goal for **human capacity building** by expanding Namibia's "capacity to manage its own social and economic progress and implement appropriate development

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policies". S.O.#1 is the key factor in underpinning the USAID program's strategy for graduation in 2005. Strong synergy links S.O.#1 to the democracy goal area, as seen in approaches that support target constituency based NGOs-- among these HDN professional associations and indigenous business fora that promote or advocate HDN role advancement and leadership.

### 1 PERFORMANCE ANALYSIS

Eight years after Independence, Namibia remains a country that is politically ruled by the African majority, but economically ruled by its former colonial and apartheid masters, who constitute only five percent of the population yet literally control all of the best land and account for the overwhelming portion of Namibia's GDP and wealth. Generations of apartheid education have resulted in a huge race-based disparity in skills needed to achieve broad-based economic growth, and in on-going major inequities in all spheres of life. Because these inequalities pose not only a threat to Namibia's economic development, but also to its social cohesion, human resource development is the highest development priority of the GRN, and amongst Namibians in general:

A 1997 study by the Namibia National Chamber of Commerce and Industries(NNCCI) of Namibia's six largest private companies demonstrates dramatic segmentation among occupational levels along ethnic and gender lines.				
	Exec/Senior Management	Mid/Junior Management	Supervisory	Operational
White Men	71.4%	59%	25.7%	4.6%
White Women	14.3%	9.2%	13.6	9.1%
Black Men	6.3%	10.8%	18.3%	45.7%
Black Women	1.6%	1.6%	4.2%	9.6%
Colored Men	6.3%	15.4%	21.5%	12.2%
Colored Women	0%	4.3%	16.7%	18.8%

S.O.#1's focus is on managerial and related technical training and enabling environment changes (micro and macro) that will open up opportunities for HDNs while preparing them to take maximum advantage of such openings. This highest priority Strategic Objective was fully endorsed when the CSP was approved in May 1996, and has been reconfirmed in the November 1997 management letter: "The Africa Bureau will continue to support Human Resource Development as the core of our program strategy in Namibia".

While progress in the public and NGO sectors continues to yield outstanding results, the major challenge facing the achievement of S.O.#1 objectives remains clearly in the white-dominated private sector, where pre-independence attitudes still persist. Yet, HDN penetration of the private sector, and the related inculcation of mainstream business knowledge and skills, is the key to future HDN participation in the mainstream economy as CEOs, owners, managers and investors. This challenging but necessary mainstream private sector approach is unique to the Namibia program.

Progress in the public sector exceeded expectation due to the close matching of training with institutional needs, and the role of the Public Sector Advisory Board in assuring the close fit and the



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early completion and return of long-term participants to jobs of responsibility. Although outcomes for private sector training fell short of numerical targets, USAID Namibia's decision to focus on a fewer number of partnerships with key firms capable of becoming private sector 'role models' for HDN advancement has paid off in qualitative terms and in positioning the program to respond to a widening window of opportunity. The programming of private sector interns to depart early CY 1998 indicates that cumulative targets for within-firm advancement ("internal environment") should be met during the next reporting period. And positive changes in the external environment, in which USAID played a mobilizing role, augur well for expanded private sector impacts in target years through 2000, as indicated below:

### "then..."

### ...and now"

USAID-funded training leads to enhanced HDN roles, but numbers are still relatively few and NGOs account for two-thirds of overall 'mass' reached by FY96	<ul style="list-style-type: none"> <li>■ USAID begins to build critical mass in some sectors and institutions: GTD takes off in CY-97; numbers of long and short-term management/technical trainees (ATLAS, GTD) in public sector increase five-fold.</li> <li>■ USAID establishes M&amp;E methodology and instrument to measure increased on the job responsibilities and capture uniform data across RPs.</li> </ul>
Public sector training donor-driven, joint assessment with HRD providers is rare and ad-hoc requests continue; National Planning Commission, a key development institution, experiences management crises, severe staff attrition.	Greater rationalization in public sector HRD planning is demonstrated in key GRN agencies; during FY97 ATLAS recruitment process, none of USAID's key ministries simply "passed along" individual requests for MA training; the National Planning Commission allocates several days of senior staff time to joint organizational diagnostic leading to design and implementation of in-country management training.
12 white-owned firms create training plans for HDNs; however 3 such firms fully commit to upgrading HDNs through full participation in S.O. #1 activities	Thirteen leading private sector firms fully commit to the program, offer 31 candidates, and move beyond writing of training plans to develop the firm's personnel function and to elaborate career development plans including HDNs.

In July 1997, the Labor Commissioner released the draft Affirmative Action Bill for public review, whereupon USAID and its partners immediately convened a workshop with private business and NGO participants, and Executive branch and Parliamentary officials. The workshop produced a detailed critique of the draft bill which resulted in new, positive measures for training to promote HDN advancement. A second workshop, in September, helped to widen awareness of potential for proactive employment and career planning practices in the private sector. Later, USAID through its partner, Africare, sent a delegation of Chief Executive Officers to visit U.S. companies recognized as leaders in workforce diversity management. This led, to high-volume public commitment to proactive planning for HDN advancement by the CEO of respected large companies -- all new persuasive role models for emulation within the dominant, mainstream private sector.

S.O.#1's "commanding heights" strategy has also been reaffirmed by developments in the public sector environment for results, where the National Planning Commission (NPC) is responsible for management of the first National Development Plan (NDP1) overseeing development planning and policy across ministries and sectors-- including human resources planning affecting broad opportunities for HDN advancement. In the NGO sector, USAID investments have introduced substantial local capacity for further NGO strengthening, allowing USAID to sharpen NGO targets in

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the coming phase. Parallel to this, the NGO sector study carried out by USAID in collaboration with the NGO umbrella, NANGOF, and a feasibility study on endowments, have led to wider awareness of issues of sustainability of NGOs, as well as their role in promoting HDN access to upward mobility and leadership roles across sectors.

**NGO ADULT TRAINING SUCCESS STORY:** In 1997, two Namibian NGOs, Rossing Foundation and the Private Sector Foundation, assumed ownership over the successful training of trainers series initiated under the READ RP. In the last year, the two NGOs have trained 18 trainers. The impact of this series is far reaching: 35 former participants calculated that they have provided training to 5,700 individuals across Namibia. The rigor and value of the training has led the Ministry of Higher Education to give it accreditation, a process underway. Several alumni trainers have now established the Namibian Trainers Network to enhance networking, skills upgrading and use of Namibian training resources. Other S.O.#1 RPs are now working with Namibian Trainers' Network to identify Namibian Trainers for private and public sector training programs.

Data collected during the reporting period show that while 134 HDNs were targeted to receive training and increase their responsibilities, 139 trained HDNs actually completed training and increased their responsibilities, exceeding the overall target across RPs. Roles enhanced include promotions, greater autonomy to manage tasks, or other "vertical loading of responsibilities", as well as wider managerial or technical roles.

**Standard Bank: promotion to Branch Manager:** Wosman Hamukonda, one of two of the Bank's black professionals trained in the U.S. in FY97, was promoted to Branch manager of the Bank's Ondangwa facility in the North, a first-ever HDN appointment for the Bank.

**NPC trainee writes financial year development budget:** Upon return from U.S training, Ericah Shafudah resumed her duties of writing and issuing guidelines on budget submissions to Ministries in the social sector, analyzing the submissions, and conducting clarification meetings and interviews. She assumed responsibility to recommend which projects to approve, based in part on new analytical techniques learned in the U.S. Most remarkable was the increased independence in writing the official Financial Year Development Budget for presentation to Cabinet and Parliament.

**ATLAS graduates are promoted into enhanced roles:** Umbiroo Swartz-Karuaihe, a reporter at the Namibian Broadcasting Corporation completed an MA in Communications/Journalism; four months after her return and resumption of her reporting job, she was promoted to director of NBC's Public Relations Office, a direct result of her advanced training. Lazarus Uaandja, a Personal Assistant in Parliament's National Council, completed an MPA, was recruited into the position of Deputy Secretary to the Council.

Overall, the public sector stands in marked contrast to the private sector, both for access to recruitment to higher-level jobs, and in terms of internal promotion to such jobs. Not all white-owned firms are hostile. Some have discovered the importance of diversity to their "bottom line", while others are looking for a leader to emulate.

**Chief Executive Officer shows commitment:** During the "Diversity Tour" of U.S. corporate leaders in internal affirmative action, Theo Schoeman, the CEO and owner of a major company developed his company's Affirmative Action diversity action plan. Upon return he was featured on the national radio station discussing the tour and its relevance to the Namibian situation and announcing the company's commitment to affirmative action. Later Mr. Schoeman recruited the firm's first (female) black Branch Manager in its Oshakati Office, made another professional, Ms. Jamoke, a senior-level computer sales consultant, and promoted Greg Isaacks from Assistant to Office Manager at the Schoeman CBD Office.

USAID-funded assistance has worked with 13 major firms in developing personnel systems that support the professional development of their HDNs. Ten of these companies have produced

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documented HRD systems for USAID-trained HDNs, some of whom have begun planned career tracks.

**Hartlief, a Namibian role model:** Hartlief, a family-owned firm, is one of two leading Namibian meat packing companies, but it is also a leader across industrial sub-sectors in terms of integrating HDN professionals within its management structures. Since undertaking USAID-funded training, Hartlief's senior line management has become 50% comprised of historically disadvantaged Namibians.

The READ RP has made substantial progress in developing the institutional capacities of 14 out of 16 of its NGO partners, and in two ministries of the GRN. Among these partners, improved organizational and management systems has resulted in better service delivery and economic empowerment. Successful completion of S.O.#1 training plus improved organizational environments have enabled individuals to assume enhanced roles within their organizations. In other cases, individuals have moved up into new roles of responsibility in other NGOs, parastatals and private organizations, where they continue to apply new skills acquired. Assisted NGOs have additionally developed partnerships with government and promoted a wider environment of policy and practice to assure enhanced HDN roles, in the broader economy.

**NGO-GRN-private sector partnerships for development:** S.O.#1 is enhancing the ability of Namibian NGOs to develop partnerships with private sector and Government stakeholders to address pressing development issues. Four NGOs assisted under S.O.#1 are now members of the Joint Consultative Committee, that produced Namibia's first policy on small and micro enterprise. S.O.#1 training for HIV/AIDS service NGOs has catalyzed government cooperation on counselling, and awareness, and contributed to strategic planning at a National level. Technical assistance on management systems development and financial sustainability has assisted the Desert Research Foundation of Namibia (DRFN), a leading environmental NGO, to develop a joint venture agreement with GRN that ensures community participation in environmental and tourism ventures.

## 2. EXPECTED PROGRESS THROUGH 2000 AND MANAGEMENT ACTIONS

In the coming years, USAID will increase its efforts to assist HDN penetration into mainstream firms, while broadening the strategy to include upscale HDN entrepreneurs seeking a more equitable business environment and linkages with mainstream firms for subcontracting, franchising, and other ventures that widen the sphere of economic activity of black businesses and promote new, leading economic roles. The stage for dramatically increased results well beyond current targets is being set through developments in the civil society and the larger policy environment.

Independently of USAID, the black-owned business sector, not previously organized for national attention, launched in September 1997 the Indigenous People's Business Council (IPBC), with a membership of 600 medium and small businesses. A leading IPBC member was subsequently elected President of the Namibian National Chamber of Commerce and Industry (NNCCI), a key USAID partner linked to influential business circles. At NNCCI's Annual Meeting, representatives of several white-dominated chambers of commerce around the country then voted for a one-chamber system, giving the NNCCI powers to set membership structures and policies more favorable to black business membership.

## **USAID Namibia**

The considerable progress made in the operating environment for S.O.#1, while not fully removing the constraint to wider work in the mainstream private sector, will allow the Mission to move into full implementation in the coming period. Activities will focus on those areas that yielded high returns in this reporting period: expanded follow-up training, (U.S. and local), in diversity management, including not only CEOs but personnel/HR professionals; and a third wave of internships for university graduates will test their employability in career 'fast tracks' in the private sector. In the public sector the GTD mechanism put into place only 10 months ago has now reached 'full production' stage. Funds obligated under the Strategic Objective Agreement (SOAG) and introduction in early FY 1999 of a new bilateral HRDA activity, will permit the Mission to engage new implementation mechanisms and approaches that considerably upscale the level of activities in the coming phase. Based upon the HRDA bilateral design being completed, among those approaches anticipated are: greater attention to: (a) in-country management and technical training for, among others, new public sector partners such as the Employment Equity Commission, some key NGOs, and a broader range of private sector clients, e.g., black-owned businesses with real mainstream potential; and (b) greater use of local training resources. All of these factors indicate a further scaling up of training outputs and impacts under S.O.#1 in the coming phase.

Evaluation of ongoing activities, and design work for USAID's planned HRDA bilateral activity have reinforced the mission's focus on the need to work with key policy and advocacy elements affecting HDN access: (1) policy-linked public sector agencies, especially those affecting broad HRD policies and practices; (2) groups assisting implementation of affirmative action laws and programs; and (3) organizations advocating or promoting HDN advancement, such as NGOs, business and professional associations. Thus, USAID's work to support affirmative action and other new approaches described above have led the S.O. Team to begin developing a third Intermediate Result, consistent with its current Results Framework. The Team is engaged in defining activities, anticipated results, and impact indicators focusing on the "external" (extra-organizational) environment for HDN role enhancement by focussing more systematically on organizations that impact the environment for enhanced HDN economic roles and leadership. As USAID anticipates that higher-level results will be achieved, the Mission will also propose to AID/W an additional indicator and targets measuring impacts at the S.O. level, consistent with S.O.#1's strategic focus. (See Annex A)

### **3. ENVIRONMENTAL COMPLIANCE: See Part III (Environmental Compliance)**

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<b>OBJECTIVE: S.O.#1:</b> Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations <b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia				
<b>RESULT NAME:</b> S.O.#1: Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations				
<b>INDICATOR:</b> 1.1 Number of USAID trained HDNs assuming increased responsibilities				
<b>UNIT OF MEASURE:</b> # of Namibians --cumulative (# OF WOMEN) <b>SOURCE:</b> READ, ATLAS, HRDA <b>INDICATOR DESCRIPTION:</b> # of HDNs reported to having received vertical and horizontal loading of managerial and professional responsibilities, increased autonomy, and greater independence in scheduling own work. <b>COMMENTS:</b> The S.O. Team has refined the instrument to track this indicator uniformly across sectors (NGO, Public and Private Sector Organizations) as from CY 1998. The instrument is applied annually for all long term returned participants that have been back for at least one year -- the minimum period considered necessary for effective measurement of advancement after completion of training. Short term participants are still tracked on an <i>ad. hoc.</i> basis while the mission is finalizing a tracking system for short-term trainees.  *This figure excludes results from 107 EE participants, which are still in the process of being measured.  20 of the 31 participants that underwent long-term training demonstrated enhanced roles. The other 11 have not been back in the workplace for more than one year. Examples of these include promotions from Education Advisor to Special Advisor to the Permanent Secretary; Economist /consultant to Marketing manager; Personnel Officer to Senior Assistant Registrar; Junior Lecturer to Senior Lecturer ; Regional Control Officer to Chief Land-use Planner; from vice-principal to Headmaster; Research Technician to Research Officer; and from Network Coordinator to Senior Research Officer. In addition, 7 women were promoted from lecturer to Education Specialist; one from Senior Control Officer to Head/Remuneration and Labor Relations; from Junior Reporter to Senior Producer; and from Trade Promotion Officer to Manager/Project Appraisal.  Although short term training is only measured at an ad hoc basis, there is strong evidence in support of enhanced roles for 124 short -term participants. This includes private sector participants who have assumed increased responsibilities in areas such as quality control, marketing, lending, plant operations and personnel planning, and the development of a pension fund department.	<b>YEAR</b>		<b>PLANNE D</b>	<b>ACTUAL</b>
	1995		0	0
	1996	Public		12 (6F)
		Private		0
		NGO		35 (12F)
	1997	Public	38	50* (19F)
		Private	36	15 (1F)
		NGO	60 (24F)	74 (36F)
	1998	Public	91 (38F)	
		Private	80 (32F)	
		NGO	80 (30F)	
	1999	Public	100 (40)	
		Private	90 (36)	
		NGO	80 (30F)	
	2000	Public	155 (62F)	
		Private	204 (82)	
		NGO	91 (34F)	

## USAID Namibia

<b>OBJECTIVE: S.O.#1:</b> Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations <b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia				
<b>RESULT NAME:</b> S.O.#1: Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations				
<b>INDICATOR:</b> 1.2 Target organizations internally producing enhanced roles for HDNs				
<b>UNIT OF MEASURE:</b> # of organizations providing opportunities for HDNs <b>SOURCE:</b> READ, PTMS, M & E <b>INDICATOR DESCRIPTION:</b> Number of organizations recruiting HDNs, including HDNs in selection committees, and providing career development and training opportunities for HDNs (Cumulative) <b>COMMENTS:</b> *The SO Team has refined the indicator. Prior to 1997 this target included ALL organizations participating in USAID funded programs to promote diversity objectives. The present instrument only measures those organizations that have a measurable improvement in the internal environment for HDN advancement.  S.O. Team has developed an instrument to track this indicator uniformly across sectors (NGO, Public and Private Sector Organizations) as from CY 1998. Targets are revised in line with the new criteria.  * *Note that READ NGO capacity-building activities ends in FY 1998, thus no additional institutional target is included for FY 1999 and FY 2000.	<b>YEAR</b>		<b>PLANNE D</b>	<b>ACTUAL</b>
	1994		0	
	1995		13	*10
	1996		21	*22
	1997	Public	3	3
		Private	5	5
		NGO	3	5
	1998	Public	8	
		Private	6	
		NGO	5	
	1999	Public	11	
		Private	7	
		NGO	5**	
	2000	Public	14	
		Private	15	
		NGO	5 **	

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<b>OBJECTIVE: S.O.#1:</b> Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations <b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia				
<b>RESULT NAME:</b> IR 1.1 Increased number of historically disadvantaged Namibians acquiring enhanced managerial and technical skills and knowledge				
<b>INDICATOR:</b> 1.1.1 Number of USAID funded HDNs completing long-term training who acquire advanced managerial and technical skills				
<b>UNIT OF MEASURE:</b> Total # of HDNs ---cumulative (F = # of women)  <b>SOURCE:</b> READ, ATLAS  <b>INDICATOR DESCRIPTION:</b> # of HDNs completing academic training.  <b>COMMENTS:</b>  * For FY96 and prior years, gender targets reflect a 65/35 split; for FY97 + the level of ambition has been raised to a ratio of 60/40 males to females. After FY 2000, the stage will be set for a 55/45 or even a 50/50 split.  ** The target in the public sector was exceeded due to early completion and return to Namibia of long-term masters degree participants.  *** Note for years FY93-96, targets and actuals reflect both long- and short-term training. Because of the diverse nature of training undertaken in the three sectors (NGO, Public & Private) and the varying forms of training it was clear during last year's R4 review that this made it difficult to interpret data. For FY97 and future, figures reflect only long-term training. The S.O. Team is in the process of developing a separate procedure and indicator to capture and analyse short-term training inputs contributing to the pool of HDNs with advanced managerial and technical skills.	<b>YEAR</b>		<b>PLANNED *</b>	<b>ACTUAL</b>
	1993	***	150	123
	1994	***	150	169
	1995	***	200	199
	1996	***	744 (215F)	702 (272F)
	1997	Public	58 (21F)	63** (24F)
		NGO	70 (28)	75 (30F)
	1998	Public	76 (27F)	
		NGO	77 (31)	
	1999	Public	96 (35F)	
		NGO	77 (31)	
	2000	Public	116 (43F)	
		NGO	77 (31)	

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<b>OBJECTIVE: S.O.#1:</b> Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations <b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 1.1 Increased number of historically disadvantaged Namibians acquiring enhanced managerial and technical skills and knowledge			
<b>INDICATOR:</b> 1.1.2 Targeted number of women acquiring skills in non-traditional areas			
<b>UNIT OF MEASURE:</b> # of Women (cumulative)  <b>SOURCE:</b> HRD , ATLAS  <b>INDICATOR DESCRIPTION:</b> (a) Number of women completing advanced degrees in subject areas such as accounting, engineering, urban planning, hydrology, NRM, organization development, project management, and budgeting. (b) Number of women in the public sector completing short-term training in subject areas such as accounting, engineering, urban planning, hydrology, NRM, organization development, project management, and budgeting. (c) Number of women in the Private Sector completing training occupying positions at the levels of Head of Department, Line manager, and above. <b>COMMENTS:</b>  * Sub-targets (b) and (c) have been added to this indicator to more fully monitor and track the progress of USAID training programs in training women for positions in non-traditional fields. **The 40 women from the public sector were trained in strategic planning, project management, human resource management, institution-building, financial management, public accountability and labor force statistics. This includes two women economists from the National Planning Commission who attained Outstanding Awards at a Harvard course on Public Sector Economic Management and went on to demonstrate increased skill in the preparation and presentation of the National Budget.  The long-term participants that returned in FY97, include 3 of 9 women completing MA-level training. They were trained in civil engineering, physiology and MBA (International Business) .  Four (4) out of a total of 12 undergraduates in non-traditional areas to return by 1999 with 4 more in 2000 and 2001.	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1995	0	
	1996	0	0
	1997	a) 3 b) 40 c) 0	a) 3 b) 40** c) 0
	1998	a)7 b)50 c)3	
	1999	a) 15 b)63 c)6	
	2000	a)19 b)77 c)9	



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<p><b>OBJECTIVE:</b> S.O.#1: Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations</p> <p><b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia</p>				
<p><b>RESULT NAME:</b> IR1.2 Improved access for trained historically disadvantaged Namibians to technical, managerial and leadership positions</p>				
<p><b>INDICATOR:</b> 1.2.1 Targeted public sector units and private sector organizations with HRD systems that support staff development plans, career counselling and training opportunities for HDNs</p>				
<p><b>UNIT OF MEASURE:</b> # of organizations/units cumulative</p> <hr/> <p><b>SOURCE:</b> HRD, ATLAS</p> <hr/> <p><b>INDICATOR DESCRIPTION:</b> Number of target organizations with staff development plans providing career counselling and training opportunities to HDNs</p> <hr/> <p><b>COMMENTS:</b></p> <p>*The S.O. Team has refined the instrument with which to track this indicator uniformly across the public and private sectors. The new instrument did not prove useful for the NGO sector and as a result NGO targets are excluded from this indicator and is tracked separately under Indicator 1.2.4 (b).</p>	<b>YEAR</b>		<b>PLANNED</b>	<b>ACTUAL</b>
	1996	Public	3	3*
		Private	1	1
	1997	Public	9	8
		Private	5	10
	1998	Public	12	
		Private	6	
	1999	Public	15	
		Private	6	
	2000	Public	30	
		Private	15	

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<b>OBJECTIVE:</b> S.O.#1: Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations <b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia				
<b>RESULT NAME:</b> IR1.2 Improved access for trained historically disadvantaged Namibians to technical, managerial and leadership positions				
<b>INDICATOR:</b> 1.2.2 Number of public sector units and private sector organizations with personnel systems that support HDN professional development				
<b>UNIT OF MEASURE:</b> # of organizations/units cumulative  <b>SOURCE:</b> HRD, ATLAS  <b>INDICATOR DESCRIPTION:</b> Target organizations that have improved use of recruitment and selection systems/practices which promote the hiring and promotion of HDNs.  <b>COMMENTS:</b>	<b>YEAR</b>		<b>PLAN NED</b>	<b>ACTUAL</b>
	1996	Public	3	3
		Private	1	1
	1997	Public	9	8
		Private	5	5
	1998	Public	12	
		Private	6	
	1999	Public	18	
		Private	8	
	2000	Public	32	
		Private	22	

Footnote: Previous indicator 1.2.1.referred to HRD plans that support HDN professional development. It has been found useful to identify personnel systems (new indicator 1.2.2) that impact entry into organizations and mobility within based on rationalized personnel and merit based performance appraisal, as versus HRD systems.

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<b>OBJECTIVE: S.O.#1:</b> Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations <b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR1.2 Improved access for trained historically disadvantaged Namibians to technical, managerial and leadership positions			
<b>INDICATOR:</b> 1.2.3 Amount of training provided with USAID funds in organizational transformation and improved personnel management			
<b>UNIT OF MEASURE:</b> # of workshops (cumulative)  <b>SOURCE:</b> HRD  <b>INDICATOR DESCRIPTION:</b> Number of in-country workshops on hiring and promotion practices, and diversity management  <b>COMMENTS:</b>  This is a new indicator that has been established to monitor the participation of private sector organizations in programs that promote diversity management	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996	6	6
	1997	10	10
	1998	14	
	1999	18	
	2000	22	

Footnote: Note that organizational development training is conceptually distinct from other training that is provided with the aim of increasing the pool of HDNs with advanced management and technical skills.

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<b>OBJECTIVE: S.O.#1:</b> Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations <b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 1.2 Improved access for trained historically disadvantaged Namibians to technical, managerial and leadership positions			
<b>INDICATOR:</b> 1.2.4 Targeted sustainable NGOs contributing toward professional development of HDNs			
<b>UNIT OF MEASURE:</b> # of NGOs (cumulative)  <b>SOURCE:</b> READ  <b>INDICATOR DESCRIPTION:</b> a) # of target NGOs that meet established criteria for having an adequate personnel management system in place. # of target NGOs that meet established criteria for institutional sustainability <b>COMMENTS:</b> By 1998 USAID will achieve 5, the total planned number of sustainable NGOs. Work with additional NGOs is anticipated by FY 1998 to assist an increment of six to improve personnel systems. READ closes out a the end of FY98 and future work with NGOs will not directly assist NGO personnel systems. There will not be a 2000 target for NGOs.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993	0	0
	1994	0	0
	1995	A 6 B 0	A 6 B 0
	1996	A 7 B 1	A 8 B 2
	1997	A 14 B 3	A 11 B 5
	1998	A 20 B 5	
	1999	A 20 B 5	

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### PART II: PROGRESS TOWARD STRATEGIC OBJECTIVE #2

*Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools*

#### SUMMARY TABLE:

Objective/IR name	Rating	Evaluation findings
Strategic Objective #2: <i>Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools</i>	Met Expectation	Seven evaluation reports were produced by the Program in this period. These include studies and monographs authored by both BES advisors and Namibian professionals dealing with critical issues such as teacher certification, learning materials and gender equity, cost implications of materials development and production, classroom teaching and learning issues, and evaluation of the educational reform effort.
I.R. 2.1: Improved quality of primary school teachers in the target and selected classrooms	Exceeded Expectation	
I.R. 2.2: New, improved lower primary curriculum developed	Met Expectation	
I.R. 2a: New M&E system in place and operational	Met Expectation	
Percent funding through NGOs and PVOs: FY98 30 %; FY 99 30%; FY00: 0%		

The education system that the Government (GRN) inherited just seven years ago at Independence was fragmented along racial and ethnic lines with vast disparities in the allocation of available resources. The Ministry of Basic Education and Culture (MBEC) has undertaken an ambitious reform program, effectively merging the 11 ethnic education authorities from the Apartheid era into one national Ministry; putting into place a uniform policy and regulatory framework within which to improve the education system throughout; strengthening national, regional, and school administration; developing and introducing a new national curriculum and associated materials based on proven learner-centered teaching methodologies while at the same time trying to expand access to women teachers and other disadvantaged groups; and introducing English language as a medium of instruction from Grade 4 to maximize integration of students in the larger economic community after schooling.

Education has been the largest and most rapidly increasing component of the Government budget since Independence, now exceeding 30% of total expenditure. While justification for heavy expenditure on education may be found in the severe imbalances inherited from apartheid, serious financial issues appear given trends within the MBEC. The problem of educational finance arises less from enrollment growth (a projected 2.8% annually through 2000) than from expenditures to improve educational quality, especially for historically deprived groups. Ongoing budget- driven personnel reductions put severe pressure on attempts to develop the directorates or institutionalize development approaches. S.O.#2 is faced with the challenging task of developing educational capacity and institutionalizing instructional improvements as the MBEC continues to attempt to respond to the challenges of access, inequities and quality

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simultaneously. Despite these constraints, the MBEC has made major strides in tackling complex dimensions of basic education reform. NIED (National Institute for Educational Development) has been established and has spearheaded the reform.

S.O.#2 supports Mission Performance Plan (MPP) Goal 1, "Promote sustainable and equitable economic growth in Namibia". Directly responding to the Agency's new Goal for Human capacity development, the strategy links closely to Agency objectives for access to quality basic education (Objective 3.1) and strengthened capacity of higher education institutions (Objective 3.2) to sustain this key development sector. USAID Namibia employs a three-pronged approach in the implementation of S.O.#2: At the ***national level*** USAID is helping the GRN to build capacity to develop, manage, and support, a new curriculum for lower primary (Grades 1-4), including the production of new teacher and student materials, and the development of more appropriate approaches to student assessment and testing. At the ***school/classroom level*** USAID is reducing inequality in educational services through intensive on-site teacher training in approximately half of Namibia's most disadvantaged lower primary schools-- a massive joint venture with Peace Corps. Thirdly, USAID has begun to assist in building the Ministry of Basic Education and Culture's (MBEC's) capacity to monitor and evaluate progress in primary education reform and to engage more effectively in ***long-term planning***.

The primary Results Package supporting S.O.#2 is the ***Basic Education Support (BES) Project***, with a current LOP of 20.1 million. Technical assistance is provided by the Institute for International Research (IIR) and subcontractors. Teacher training and support is provided by U.S. Peace Corps Volunteers (PCVs) under the largest USAID/Peace Corps PASA in Africa.

## 1. PERFORMANCE ANALYSIS

Activities under S.O.#2 have *exceeded* expected progress during this reporting period. Some key results across IRs include:

Highlights of Achievements
Grades 1 through 3 curriculum and syllabi implemented at National level. Grades 1 and 2 materials developed for language literacy Maths, Environmental Studies and translated in 4 local languages from the most populous northern regions.
Because of Structured Instructional Materials (SIMS) and Continuous Assessment Materials (CAMS) training, Namibia now has a cadre of Namibian teachers (50) from disadvantaged regions with the capacity to participate in the writing and testing of new curricular materials.
The USAID developed Teachers Basic Competency Manual (TBCM) is the core of the Instructional Skills Certificate (ISC) to certify teachers nationally; TBCMs were developed and used by 536 teachers in the target schools.
Advanced degree programs planned and 34 Namibian Ministry of Basic Education and Culture (MBEC) officials selected for training to support BES reform areas. Educational experiences and research will be geared toward understanding and evaluating the reform efforts in lower primary.
M&E program planned by the Directorate of Planning; all management and implementation of the program will be handled by the MBEC and local officials and M&E results have been used to refine developments of SIMs and CAMs, the ISC, and the general M&E system.

The major issues still facing the MBEC seven years after Independence continue to relate to past inequalities and limited resources. Schools across the country are vastly different on nearly all indicators of educational quality. Teachers in many areas remain under or unqualified; buildings and supplies range from stick walled schools to very modern facilities and materials are available in some schools in abundance and do not exist for others. Most of the learners in Namibia are in the northern schools which are the most disadvantaged as well. So few learners have access to the better schools. The target schools of S.O.#2 come from these underprivileged regions of the North hand represent over 75% of all formerly disadvantaged educational regions. Against this backdrop the program is making significant improvements as illustrated below.

***SchoolClassroom Level Results:*** Strategic investments from S.O.#2 supported the development of curriculum policies to guide the development of instructional materials and related resources for Grades 1 to 3. The Structured Instructional Materials (SIMs) and Continuous Assessment Materials (CAMs) have laid the foundation for instruction in the most disadvantaged classrooms for Grades 1-3. Materials developed under the program have been well-received by the schools and regional offices, have proven to be effective in improving learner outcomes in the classrooms of target schools and have given disadvantaged students hope for better quality learning and future success.

**FEEDBACK: USAID INSTRUCTIONAL MATERIALS A SUCCESS:** Overwhelmingly, Grade 1 teachers talked about how the teacher's guide was straightforward, easy to read and understand, easy to explain to the learners, easy to use, and self-explanatory. The language and layout of the materials were praised by many teachers. Characteristics of ease of use, clarity, little demand on teachers, perceived advantages to learners (e.g., enjoyment, active involvement, etc.), and increased confidence from using the Structured Instructional Materials (SIMs) were the keys to their success.

Grade 1 SIMs (Structured Instructional Materials) and CAMs (Continuous Assessment Materials) have been implemented in 1997. Grade 2 materials were available at the opening of school in January 1998. In terms of results, the cognitive levels in target classrooms have shifted from mere memorization of facts to understanding and active use of knowledge. This change is a strong indication that classroom instruction has improved dramatically in quality, and this improvement will result in higher levels of achievement. Classroom observation data support the conclusion that the initial intervention has put in motion a process to support quality improvements in the disadvantaged classrooms. ***Over 60% of all the teachers involved in the target school training are female.***

**NEW LEARNING IN THE CLASSROOMS:** Despite complexities of reorganization and new approaches to instructional programming in Grade 1 target schools, materials for this initial intervention were well received by teachers and principals. Changes in learner performance are difficult to measure, but results from classroom observations in 120 schools in July 1997 indicate the changes in trends attributable to BES components-- including SIMS, CAMS, USAID developed TBCM (Teachers Basic Competencies Manuals used by the PCVs in training), and PCV support. Based on work in David Perkins' Smart Schools, classrooms were rated on scales of clarity, thoughtful practice, motivation, and feedback. Although only two classrooms achieved 'mastery' by maximal scores on all variables, interventions have led to more active use of knowledge and, on average, a higher quality instructional environment than in traditional classrooms-- "SIMs classrooms" were higher on more than 60% of all scales. Cognitive levels in target classrooms have shifted from mere memorization of facts to understanding and active use of knowledge, a strong indication that classroom instruction has improved in quality, producing higher levels of achievement and supporting the dramatic conclusion that initial interventions have put in motion a process to support quality improvements in the classroom.

***Enhanced Peace Corps Support/Sustaining Impact of Teacher Training:*** The success of IR 2.1 is due to the improvement of instructional quality in targeted schools and classrooms, maintained and enhanced by Peace Corps support within the schools. S.O.#2 has developed a working model for effectively integrating inputs from various ministerial and donor sources in remote rural schools by coordinating the approach at a local level. There is also coordination with other PCV programs in-country that support teacher both pre-service and in-service training and the regional and local teacher resource centers. In addition to intensive one-on-one training, the S.O. has assisted in developing a system of clustering schools and initiated 538 workshops and other networking activities to ensure broader sustained impact. Now that the clustering is in place, Namibian teachers are assuming the major responsibility for the SIMs and CAMs training.

In work with regional staff, S.O. activities are also supporting professional development of school principals, ***outreach activities to promote community support for education***, and training of Namibian teachers as facilitators within these clusters to ensure continuous support for these



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rural schools. PCVs interact with personnel at the school level, resulting in project impacts becoming increasingly evident in the classroom. Data from regional offices, inspection visits to target schools, PCV interviews, teacher interviews, and classroom data from the evaluation of introduction of Grade 1 materials in randomly selected schools demonstrate important instructional improvements in the target schools. Activities at the local school level are also strengthened through working closely with school inspectors at regional levels to improve school management and professional development of education planners through regional workshops.

**PARTNERSHIP FOR IMPROVED LEARNING AND A NEW KIND OF SCHOOL:** The strong partnership between USAID, the Institutional Contractor, MBEC and Peace Corps has led to models and approaches that optimize the synergy created by combining USAID technical support with Peace Corps teacher training expertise and outreach capacity for teacher training in remote rural schools. The improvement in instructional quality described above is based not only on new curricula, materials, and T.A. inputs at the macro-level, but by Peace Corps support within the schools and classrooms. With PC recruitment now optimized, this partnership has successfully resolved most of the early problems experienced with low PCV intake and early terminations. The Regional Offices in MBEC have worked closely with Peace Corps in arranging community orientation events to bring together circuit inspectors, school principals, host families, and volunteers to improve coordination of activities.

**National/Policy Level Results:** The S.O. has succeeded in responding flexibly and effectively to MBEC's evolving needs in support of the development of ministry capacity as the reform unfolds. This occurs at various levels: with NIED for instructional development and production activities; NIED and the Department of National Examinations Administration for the continuous assessment policy work; with the Planning Directorate for the M&E and research activities; and with the Regional Offices in all education regions to maximize classroom level impact and ensure that an efficient M&E system is in place to provide a feedback loop for the refinement of the reform efforts.

The S.O. has built on the *increased policy dialogue* to promote the development of efficient educational policy and planning. The Planning Directorate is now assuming the management of evaluation of classroom learning and the publication for wide distribution of M&E reports from the MBEC reform program. M&E has added a feedback loop to the consideration of reform activities. It has brought recognition of successes and knowledge about needs for future improvements. S.O. assistance to the Planning Directorate has *advanced work in strategic planning*, evaluation analyses and research and statistics. Seven evaluation reports were produced by the BES Project in this period. These include studies and monographs authored by both BES advisors and Namibian professionals dealing with critical issues such as teacher certification, learning materials and gender equity, cost implications of materials development and production, classroom teaching and learning issues, and evaluation of the educational reform effort. The M&E system is in place organizationally, and increased responsibility has been assigned to Namibian professionals, and the MBEC will now directly manage the outsourcing and oversight of data collection.

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***Developing human capacity*** and specialized skills in curriculum development, assessment, policy planning and research to meet MBEC's long-term needs is an integral component of S.O.#2. Perhaps the most innovative activity under S.O.#2 this year has been the design and negotiation of the ***Professional Enhancement Program (PEP) which is intended to sustain the continuation of the BES Project activities.*** Technical assistance is scheduled for withdrawal over the last year and a half of the project. Continuing assistance to the target schools will be provided by Peace Corps through 2001 and possibly beyond. Thus, the program has three full years (1998-2001) to provide professional development training and experience.

The Professional Enhancement Program (PEP) entails Master's level qualifications as well as targeted experiences to improve awareness and understanding of new ideas in reform and focused research on the lower primary reform

PEP was developed during 1997 to present an in-country advanced degree program tailored for particular needs of key MBEC personnel, currently assisted by USAID funded technical personnel, in planning and curriculum, with special emphasis on needed program research on basic education problems; to provide international experience within the program to fully utilize the diverse expertise of local, regional, and American faculty and to promote wider collaboration among these educational experts; to tailor the program to full-time employees who must simultaneously carry out their responsibilities in the Namibian education system; and to build a research community in Namibia with immediate information for the basic education reform and sustainable professional. PEP will not only sustain the technical inputs of USAID's BES Project and strengthen the MBEC's capacity to deliver quality education, but will also increase the University of Namibia's ability in the future to provide a broader range of advanced degree instruction through partnerships with universities in the region and the U.S.. The development of a three year distance education degree program involving the University of Namibia, University of Western Cape (South Africa), and three U.S. Universities that will ensure sustained pursuit of MBEC's reform agenda.

Donor coordination: USAID works closely with other donor agencies supporting basic education in Namibia. Meetings are held regularly with SIDA on coordinating SIDA's assistance to pre-service teacher education curricula with our assistance in In-service teacher education programs. The EU is presently in the design phase of its education support program and invited USAID recently to a workshop with MBEC to provide feedback on their findings.

## **2. EXPECTED PROGRESS THROUGH FY 2000 AND MANAGEMENT ACTIONS:**

In 1998, SIMs and CAMs will be produced, teachers will be trained in their use and training and implementation will expand to a fifth language group and an additional region. The impact of PCVs in the disadvantaged regions is expected to have a greater-than-anticipated project impact as a result of their higher numbers and expanded outreach capabilities. The Peace Corps component will expand into the fourth and last region, the Caprivi Region. Achievements in the establishment of the M&E unit in the MBEC will be consolidated organizationally. With

## **USAID Namibia**

partnerships in place and selection for the advanced degree training component of S.O.#2 completed, training will be initiated early 1998. The MBEC/USAID partnership is formulating innovative strategies and plan for S.O.#2 sustainability based on distance education and focused workshops, as well as targeted research on the reform, which feature in this year's program. Work continues with the MBEC to conceptualize follow-on activities for BES and establish specific anticipated results under a new SOAG, looking specifically at a close-out strategy to consolidate achievements in Namibia's lower primary reform program. By 2000, the RP design for the follow-on and close-out activities will be completed. Grades 3 and 4 SIMs materials will be in all of the remaining target schools.

### **3. ENVIRONMENTAL COMPLIANCE:** See Part III (Environmental Compliance)

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<b>28OBJECTIVE: S.O.#2:</b> Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools.			
<b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> S.O.# 2: Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools.			
<b>INDICATOR:</b> 2.1 Institutional capacity at the national level (MBEC) to develop and manage instructional inputs and services.			
<b>UNIT OF MEASURE:</b> Progress towards institutionalization of above systems and approaches.  <b>SOURCE:</b> BES <b>INDICATOR DESCRIPTION:</b> a) Creation and operation of Materials Production Unit (MPU). b) Development and use of Continuous Assessment System. c) Development and use of systematically designed, Structured Instructional Materials (SIMs). <b>COMMENTS:</b>	<b>YEAR</b> 1995	<b>PLANNED</b> Strategic development plan for MPU; teacher's guide in continuous assessment; and review and suggest revisions to new curricula and syllabi, assist in translation of Grade 1 syllabi, and design materials for Grade 1.	<b>ACTUAL</b> MPU plan approved by NIED management; teacher's guide prepared and distributed for review; and training and monitoring activities for the new syllabi, supported the translation of materials for Grade 1, and assisted in the development of Grade 1 scope and sequence for key subjects.
	1996	MPU fully operational; produce Grade 1 materials draft, which incorporate continuous assessment materials.	(a) MPU created by NIED, staffed (5/7), and operating. Fully operational and totally responsible for syllabus production. (b) and (c) Grades 1 and 2 instructional materials under development using SIMs and CAMs approach. CAMs are incorporated into the SIMs. <i>Institutional support:</i> Policy for MPU production was finalized and adopted by NIED management. Continual training of MPU personnel. Draft of in-house skills development program for NIED. Participation in the Lower Primary Reform Task Force and materials subcommittee, NIED Continuous Assessment working group, and NIED Technology and Training Committee.
	1997	a) Grade 1 materials produced and distributed. b) Grade 1 developed and used in target schools. c) Grade 2 developed and used in target schools.	a) and b) Grade 1 fully implemented in 120 disadvantaged schools. 1* Grade 2 materials developed; classroom observations carried out; protocol developed. Continuous assessment policy (national) is under development. NIED is at the point where it has in-house capacity to develop and maintain syllabi through internal committees (Indicator 2.2.1)
	1998	a) Grade 2 materials produced and distributed. b) Grade 2 developed and used in target schools. c) Grade 3 developed and used in target schools.	
	1999	a) MPU production (or provision for the production) and distribution of all instructional materials for grades 1-4 in local languages and English. b) Development and provision to targeted classrooms tools (eg. matrix, performance checklist) for tracking student performance. c) Trained cadre of specialists in NIED and PAD with developed work plan and budget to conduct classroom observations.	
	2000		

1\* Originally the MPU planned to have full capacity in instructional materials development and production. An encouraging move this year has been for NIED to form alliances with private sector publishers for materials production to assure efficient development phases of new materials as well as marketability.

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<b>OBJECTIVE: S.O.#2:</b> Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools			
<b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> S.O.#2: Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools.			
<b>INDICATOR:</b> 2.2 % of classrooms in target schools meeting established criteria for improved quality education inputs and services.			
<b>UNIT OF MEASURE:</b> # of classrooms as a percentage of the total of targeted disadvantaged lower primary school classrooms (1 classroom = 1 teacher).  <b>SOURCE:</b> BES  <b>INDICATOR DESCRIPTION:</b> Teachers for grades 1-4 trained in and using continuous assessment, new teaching methodology, new curriculum, and new instructional materials.  <b>COMMENTS:</b> Indicator targets for this indicator have been revised for greater clarity based on the technical committee comments on last years R4. Data collected by the M&E component indicates that classroom instruction has improved in quality to support higher levels of achievement.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995	Trial schools; minimal assistance by Peace Corps Volunteers to target schools; baseline assessment planned and instruments developed for English, Environmental Studies, and Maths.	Trials for TBCM to improve teacher qualifications; PCVs assigned to trial schools to provide resource support in all areas of the reform; M&E plan developed; assessment plan developed; instruments trial tested in local schools.
	1996	Grade 1 Baseline Assessment completed. New Grade 1 Syllabi developed, produced, and distributed by NIED (using facilities of the MPU for production work). Initiation of work in the Directorate of Planning and Development.	Classrooms (Grade 1=52 teachers; Grade 2= 55; Grade 3=51; Grade 4=90) in 29 schools with 8,385 learners supported by 8 PCVs. All have new Grade 1 syllabi provided by NIED through the regional offices, with relevant materials. Classroom observational tapes reviewed for M&E uses. Recruitment of RTA in M&E and assignment to the Directorate of Planning and Development. Recruitment of Testing and Assessment Advisor for NIED also accomplished.
	1997	300 classrooms affected by quality improvements. (20% of total targeted disadvantaged classrooms)	Classrooms (Grade 1=174 teachers; Grade 2=158 teachers; Grade 3=204) in 120 schools with approximately 15,000 learners are supported by 25 PCVs. All use the new Grade 2 syllabuses provided by NIED through the regional offices, together with relevant materials. 174 Grade 1 teachers use SIMs and CAMs materials for classroom instruction, while providing instruction to their students. Total of 536 classrooms impacted; this represents 36% of the 1,500 classrooms targeted by this S.O. (or 11% of the total number of 1,023 most disadvantaged schools identified by the MBEC at the start of the program). M&E activities (see 2.a.) indicate that changes have resulted in quality improvements.
	1998	400 classrooms affected by quality improvements. (26% of total targeted disadvantaged classrooms) Cum Total = 46%	
	1999	400 classrooms affected by quality improvements. (26% of total targeted disadvantaged classrooms) Cum Total = 72%	
	2000	400 classrooms affected by quality improvements. (26% of total targeted disadvantaged classrooms) Cum Total = 100%	

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<b>OBJECTIVE: S.O.#2:</b> Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools. <b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 2.1: Improved quality of primary school teachers in the target and selected classrooms.			
<b>INDICATOR:</b> 2.1.1 % of teachers in grades 1-3 trained in use of new curriculum, learner-centered instruction, and continuous assessment in target classrooms.			
<b>UNIT OF MEASURE:</b> # of teachers as a percentage of total teachers in targeted disadvantaged schools.  <b>SOURCE:</b> BES  <b>INDICATOR DESCRIPTION:</b> Teachers in grades 1-3 have participated in at least one training workshop.  <b>COMMENTS:</b> The combination of MBEC advisors, trained Namibian teachers and PCVs has resulted in teacher training numbers exceeding original expectations	<b>YEAR</b> <b>1996</b>	<b>PLANNED</b> <b>0</b>	<b>ACTUAL</b> SIMs strategy workshop (2 wks) with 27 teachers from 4 target regions—writers' training.  SIMs/CAMs writing workshops held for 2 wks each month for the 27 writers.  <i>Institutional Support:</i> continuous assessment 2 wk workshop for NIED professional staff (n=50+).
	1997	288 Grade 1 teachers trained.	536 disadvantaged teachers trained with direct support from S.O. #2;  On a national level all Grade 1 teachers have participated in at least one training workshop on the new Grade 1 syllabi and learner-centered instruction.  50 trainers trained in SIMs for the teacher training in the Ondangwas and Rundu.
	1998	448 Gd 2 teachers trained.	
	1999	576 Gd 3 and 576 Gd 4 teachers in target schools received training.	
	2000		

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<b>OBJECTIVE: S.O.#2:</b> Improved delivery of quality primary education to Namibian learners in grades 1-4 in the most disadvantaged schools.			
<b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 2.1: Improved quality of primary school teachers in the target and selected classrooms.			
<b>INDICATOR:</b> 2.1.2 Teacher training modules operationalized and implemented.			
<b>UNIT OF MEASURE:</b> Teacher training modules  <b>SOURCE:</b> BES  <b>INDICATOR DESCRIPTION:</b> Teachers Basic Competency Manual (including modules) translated into 5 local languages and distributed to regional offices, pre- and in-service teacher trainers trained in use of TBCM, and classroom teachers in targeted classrooms and selected classrooms in 7 regions trained.  <b>COMMENTS:</b> The TBCM (developed for use in target and selected schools) has been adopted as the core curriculum for the National ISC	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995	TBCM designed and developed.	TBCM designed and developed.
	1996	TBCM translated, produced and distributed.	Second edition of English-version of TBCM. TBCM accepted for the ISC.  Translations in three languages begun (10 modules x 100 teachers in tryout); draft translations in Ruggiriku and Rukwangali available; draft versions in Oshikwanyama and Oshindonga sent to the North for tryout by PCVs, teachers, principals.
	1997	ISC Guidelines developed and adopted. TBCM used as part of the ISC program. 540 Teachers trained	ISC developed and launched.  Peace Corps focus in target schools reinforced through training by a local NGO Rossing Foundation*1.  223 teachers enrolled in first phase of the national ISC program.  In target and selected schools training by PCVs result in 294 teachers trained in the TBCM modules, and 210 teachers trained using other teacher training modules (UNAM. NAMCOL, BETD In-service, and South African Course).
	1998	540 Teachers trained  ISC program maintained at national level.	
	1999	240 Teachers trained  ISC program maintained at national level.	
	2000	ISC program maintained at national level.	

1\* By optimizing on synergies with S.O.#1 the Institutional strength of the NGO has been strengthened to ensure greater sustainability

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<b>OBJECTIVE: S.O.#2:</b> Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools.			
<b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 2.2: New, improved lower primary curriculum developed.			
<b>INDICATOR:</b> 2.2.1 Curriculum syllabi developed			
<b>UNIT OF MEASURE:</b> Syllabi completed.  <b>SOURCE:</b> BES  <b>INDICATOR DESCRIPTION:</b> Curriculum syllabi delineate subjects and topics for grades 1-4, and are translated into 5 local languages.  <b>COMMENTS:</b>  NIED is at the point where it has in-house capacity to develop and maintain syllabi through internal committees	YEAR	PLANNED	ACTUAL
	1996	1st grade syllabus developed and translated.	Grade 1 syllabi developed, translated, and distributed. NIED was primarily responsible for this accomplishment; regional offices undertook the implementation. Project funded translations under the African language curriculum development group of NIED.  National languages Grades 1-3 syllabus workshop (1 wk) for 24 participants to develop new syllabuses for all the Namibian languages.  Materials development for literacy at Grade 1 in Oshindonga and Oshikwanyama. Six teachers/writers completed the writing of 49 lessons in the languages over several meetings.  Participation in Lower Primary Reform workshop for n=130 teachers, principals, and advisory teachers to determine the content of syllabi for Grade 2.
	1997	2nd grade syllabus developed and translated.	Same process as above.  Grade 2 syllabi developed, translated, and distributed. Training followed.
	1998	3rd grade syllabus developed and translated.	
	1999	4th grade syllabus developed.  Curriculum syllabi in 4 subjects for grades 1-4 developed and translated into five local languages	
	2000		



# USAID Namibia

<b>OBJECTIVE: S.O.#2:</b> Improved delivery of quality primary education to Namibian learners in grades 1-4 in the most disadvantaged schools.			
<b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 2.2: New, improved lower primary curriculum developed.			
<b>INDICATOR:</b> 2.2.2 # of grade subject-language curriculum materials developed for grade 1-4.			
<b>UNIT OF MEASURE:</b> # of approved grade-subject-language materials.  <b>SOURCE:</b> BES  <b>INDICATOR DESCRIPTION:</b> Camera ready copies of grade-subject-language materials (ie. syllabi, teacher guides, and instructional materials) approved by MBEC for use in target schools.  <b>COMMENTS:</b>  Materials development is timely and effective. The translation of material in local languages is dictated by the location and placement of PCVs into target schools	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995	<b>Grade 1 curriculum materials developed in Maths, Environmental Studies, and local language literacy.</b>	1800 lessons planned for Grades 1-4. Grade 1 materials designed.
	1996	Grade 1 curriculum materials produced in three languages.	Orientation and Readiness materials produced in three languages and distributed to schools.
	1997	1st grade materials developed in 4 subjects in 5 languages (20 units)	All Grade 1 materials produced and distributed in three languages. Grade 2 materials designed and plans outlined for the development in five languages. Language RTA departs.
	1998	2nd grade materials developed in 3 subjects in 5 languages (15 units).	
	1999	3rd and 4th grade materials developed in 3 subjects (15 units/Gd 3, 7 units Gd 4).  Materials for grades 1-4 in four (five for 1st grade) subjects and in five local languages developed (57 units).	
	2000		

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<b>OBJECTIVE: S.O.#2:</b> Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools.			
<b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 2.2: New, improved lower primary curriculum developed.			
<b>INDICATOR:</b> 2.2.3 # of trained Namibians acquiring skills to sustain and manage instructional improvement activities.			
<b>UNIT OF MEASURE:</b> Cum #  <b>SOURCE: BES</b>  <b>INDICATOR DESCRIPTION:</b>  <p>Selected Namibians receive advanced training in skills and areas of expertise to presently provided by USAID funded technical experts in MBEC's Directorates of Planning and Development, NIED, Educational Program Implementation, National Examinations and Assessment, and the regional offices.</p> <p><b>COMMENTS:</b> The targets have been adjusted to reflect the ambitious nature of the PEP program. The PEP program is an innovative distant advance degree program, supported by targeted professional training and focused program research on the Namibian primary reform. In addition to providing advanced skills training the program sustains essential research inputs into the basic education reform. The strength of the PEP program is however, the linkage of the University of Namibia with South African and US universities to ensure the long-term sustainability of advance degree education training in Namibia</p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996		Discussions underway. Training need assessment conducted.
	1997	PEP Program designed	Professional Enhancement Program designed in consultation with the MBEC by the University of Montana and the University of the Western Cape, with assistance from HIID. The program provides for Masters-level training as well as enhancement experiences for key personnel in the reform. (n=34).  Two key Namibian officials (the Permanent Secretary and Director of Planning and Development) sent for the HIID Budget and Policy Analysis and Planning Workshops respectively.
	1998	Anticipate 34 candidates to initiate studies; 2 to go to U Montana for educational economics and information systems programs; 31 to UWC; and 1 individual studies. All participants preparing at the Masters level; 15 require some preparatory work, to be carried out by UWC.  Nearly all planners in PAD and the regional offices will have completed the HIID Policy Analysis and Planning Workshop over the next three years (1998-2000).	
	1999	Trainees continue study and research	
	2000	Trainees continue study and research	

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<b>OBJECTIVE: S.O.#2:</b> Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools.			
<b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 2A: New M&E system in place and operational.			
<b>INDICATOR:</b> 2.3.1 An effective M&E system to monitor the lower primary reform, established and operational.			
<b>UNIT OF MEASURE:</b> developed M&E system  <b>SOURCE:</b> BES  <b>INDICATOR DESCRIPTION:</b> A M&E system--comprising an authorized unit with budget, personnel and mandate--collects data, regularly produces and disseminates descriptive statistical and analytic reports on status of system, school, teacher and student performance to monitor the lower primary reform.  <b>COMMENTS:</b>  In terms of results, the M&E data indicates that the cognitive levels in target classrooms have shifted from mere memorization of facts to understanding and active use of knowledge.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995		M&E plan presented and accepted by NIED and Planning.
	1996	Recruit M&E RTA. Unit established and staffed.	Corporate Planning was staffed in January, 1996; Director of the Directorate of Planning and Development was appointed in August, 1996; RTA was recruited from HIID and assigned to Directorate of Planning and Development; Testing and Assessment RTA recruited.
	1997	Personnel trained in strategic planning, research, measurement, and statistics; data analysis of SACMEQ data and presentations developed for international conferences and national distribution.	Training course completed for 25 personnel in statistics and research from NIED, PAD, DNEA, and other agencies in MBEC.  Data analysis of SACMEQ completed by EMIS; to be published by IIEP.  BES M&E reports completed and assembled into PAD monograph (8 reports*1). Initial evaluation of Grade 1 materials included.
	1998	Descriptive and analytic report produced, disseminated, and reviewed formally by decision-makers; current year data collected and processed.	
	1999	Descriptive and analytic reports produced, disseminated, and reviewed formally by decision-makers; current year data collected and processed.	
	2000		

- 1\* Training and Certifying "Unqualified" Teachers in Namibia: The Instructional Skills Certificate Program by John Meyer (Stanford University and Harvard Institute for International Development).  
*SIMs, CAMs, and Gender Equity: Constructing the Progressive Learner in the North* by Francisco O. Ramirez (Stanford University and The Mitchell Group).  
 Systematically-Designed, Structured Instructional Materials: Initial Perceptions of SIMs during the implementation Phase by Joclynn W. Snyder (Ohio University) and Demus K. Makuwa (Education Officer for M&E, EMIS/PAD in MBEC).  
*Cost Review and Analysis of the Structured Instructional Materials: First Year Implementation* by David S. McCurry (IIR).  
*Glimpse Inside Structured Classrooms* by Wes Snyder (HIID).  
*Economist's View of NDP1* by Don Snodgrass (HIID).  
 Other evaluation work included analyses of the SACMEQ data reported earlier; UNICEF and SIDA



**PART II: PROGRESS TOWARD STRATEGIC OBJECTIVE #3**

*Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources.*

**SUMMARY TABLE:**

Objective / IR name	Rating	Evaluation findings
S. O.#3: Increased benefits to historically disadvantaged Namibians from sustainable local management of natural resources	Exceeded Expectation	A number of research and discussion papers produced under this program attempts to quantify the benefits to rural communities in Namibia from CBNRM ( Indicator 3.1.2). LIFE Evaluation is scheduled for March-April 1998 and will form the basis of the new design
I.R. 3.1: Improved policy and legislative environment for local control of natural resource management	Exceeded Expectation	
I.R. 3.2: Strengthened community-based natural resource management activities in target communities	Exceeded Expectation	
I.R. 3a: Improved natural resource base in Communal areas	* Cannot assess directly (Still establishing baseline)	
I.R. 3b: Community based natural resource management implemented Nationally	* Exceeded Expectation	
Percent funding through NGOs and PVOs: FY98 <u>90%</u> ; FY 99 <u>90 %</u> ; FY00 <u>90%</u>		

\* Results/ Assumptions outside USAID's manageable interest (CSP, 1996)

The concept of increased benefits to historically disadvantaged Namibians is based on a rural development/conservation model of conservancies which are managed by community members who develop a management plan for their scarce resources and a distribution plan for spreading the benefits to the community in an equitable manner.

The primary Results Package (RP) supporting SO#3 is the Living in a Finite Environment (LIFE) Program, with an LOP of \$15 million and a PACD of August, 1999. LIFE is implemented by the World Wildlife Fund (WWF) under a Cooperative Agreement with USAID Namibia, as a component of the RCSA Natural Resources Management (NRM) Project. WWF brings an additional 25% match to LIFE activities. An Environmental Education RP supports a \$1.5 million grant with the Rossing Foundation, a Namibian NGO, for a national program of environmental education and sub-grants to Namibian organizations and institutions implementing environmental education activities. In addition program funds supported the establishment of an Environmental Investment Fund, the provision of drought training, and the conducting of a Natural Resources Accounting, and a nationwide Threats Assessment which will be used in the LIFE evaluation and follow-on design.

S.O.#3 supports the Mission Mission Performance Plan (MPP) Goal 1, "Promote sustainable and equitable economic growth in Namibia" which, in turn, responds to U.S. national interests in economic prosperity and global issues (environment and democracy). It contributes towards Agency priorities under **environment**, linked to Agency Objective 5.5 - sustainable natural resource management; Agency Objective 5.1 - biological diversity conserved and RCSA's S.O.#3 - NRM: Initiative for Southern Africa. S.O.#3 **ultimate customers** are rural community members in target areas of eastern Otjozondjupa, western Omusati and East and West Caprivi (LIFE); MET EE Centers, school groups and communities nationwide (for Environmental Education).

**Intermediate customers** are NGOs and CBOs operating in those regions. Our **partners** are MET, WWF and the Rossing Foundation.

## 1. Performance Analysis

Progress towards the achievement of this Strategic Objective exceeded expectations. The major achievements expected during the first phase of the CSP period has been achieved ahead of schedule. Even though the funding and programmatic realities do not permit the Mission to move the second phase (Implementation at National level) forward significantly, the Mission has begun to work with the MET towards consolidation of achievements in Phase 1 and activities to meet the challenges posed by the national intervention anticipated to replace the current pilot activities known as the "LIFE Program". Significant progress is evident as indicated below:

### Highlights of Achievements

- **First conservancy signed** in November, 1997 by the Minister of Environment and Tourism(MET): Nyae Nyae Conservancy, in former Bushmanland; gazetted in February, 1998. (S.O.)
- **Income to communities** from USAID supported CBNRM activities exceeded its target by 149%. (S.O.)
- **Enhanced policy and legislative environment** through the Namibia President's support; a workshop for regional governors; Parliamentarians participation in USAID's NRMP Regional workshop on CBNRM; NGO monitoring of pending Land Policy; local input to the Parks and Neighbors policy; Drought Policy currently in parliament plus creation of Environmental Investment Funds (EIF)act being finalized to be sent to Cabinet and Parliament for approval (IR 3.1)
- 40% improvement in three Community Management Committees (100% of target). (IR 3.2)
- An additional US\$4,096,275 was leveraged from 20 organizations and donors for CBNRM as a result of lobbying by USAID's LIFE Program and the Ministry of Environment and Tourism.
- **Women are benefiting most** from CBNRM income; based on thatching grass and basket weaving enterprises, and improved marketing systems for these enterprises. (SO)
- **Monitoring responsibilities** for wildlife and other natural resources have been taken over by Conservancy Management Committees. (IR3.2)

### Conservancy-level Results

USAID has supported the development of conservancies since 1993. The first conservancy in Namibia, Nyae Nyae Conservancy, was signed by the Minister of Environment and Tourism on November 21, 1997 and gazetted on February 16, 1998. This significant event established the precedent for registering conservancies in Namibia, under the June 1996 "Conservancy" legislation. Three other conservancies are in the final stages of approval and will be signed by the MET by April 1998. An official launching by President Nuyoma is anticipated. When all four conservancies are fully registered, approximately 1,692,000 hectares of communal land (Indicator 3.3) will be under local management, establishing conditions for **indigenous African ownership**. The emerging conservancies initiated income generation activities, reporting a total of N\$ 668,350 (US\$148,522) which exceeded the target by 149%. This income was created by successful enterprises such as basket making, harvesting thatching grass, and community campsites. Further increases are expected when conservancies become legal entities and enter into agreements with private sector investors.

## USAID Namibia

Working **through the MET** with Namibian NGOs and CBOs on the development of activities leading to conservancy formation (S.O. Indicators #3.1 and 3.2) has led to ***broader acceptance*** of the concept of CBNRM. This represents a fundamental change in the negative perceptions of Historically Disadvantaged Namibians (HDNs) towards Conservation (I.R. #3.1, 3.2 & 3a) and is best illustrated by the rapid increase in the areas in which communities are seeking to establish conservancies.

### **Mother of five able to send her children to school from money earned cutting thatching grass**

Ms M. Munembo from Maunga village in eastern Caprivi is supplementing her income from farming with income from cutting thatching grass. Since joining the LIFE supported grass cutters she is able to pay school fees for all of her five children. She was also able to buy a cow, a plough and an axe. Over the past three seasons (1995 - 1997), she made N\$4230<sup>1</sup> (N\$1690, N\$400, N\$2140). "The CBNRM program has brought a smile on the faces of our community members, because those who are part of the program always have money in their pockets".

<sup>1</sup> US\$902

## **Policy-level Results**

USAID and its GRN partner, has had paramount policy impact in the areas of regulatory changes to empower local communities to manage their resources, in the formulation of tourism policy, initiating natural resource accounting and in establishing a framework for an environmental investment fund (Indicator 3.1.1). This achievement provides a legislative and policy framework for community based natural resource management. The focus has therefore shifted towards monitoring and supporting successful implementation of these policies, laws and regulations in the target areas and towards establishing conditions needed for national implementation. The focus of activities was on increasing political support (outside of MET) and raising awareness of the importance of sustainable natural resource management among HDNs.

The political and legislative environment for CBNRM has improved substantially over the past year. The Namibian President has taken an active role in the promotion of CBNRM and conservancy development which has raised the level of awareness of the need for sustainable use of all of Namibia's natural resources. Increasing and defining the understanding of Regional Governors' role in conservancy development is another milestone achievement for this reporting period.

**Conservancy movement picks up Political Momentum** Regional Governors participated in workshops on their role in approving and supporting conservancies in their respective areas. While the Otjomondjupa Governor responded immediately by signing the Nyae Nyae Conservancy application (which was subsequently signed by the Minister of MET and gazetted) the Caprivi Governor refused to sign the Salambala Conservancy application presented to him in May, 1997. Instead, he allowed four political supporters to occupy the conservancy's core area cutting and removing trees. In late February, Chief Liswani and three of his Khuta advisors, who had been well educated on CBNRM by the Salambala Conservancy Committee, demanded accountability travelling to Windhoek to meet with Ministers from Environment and Tourism, Lands and Resettlement, and Local Government. The Chief and his advisors met two hours with President Nujoma to present their case on behalf of the 6,400 Basubia residents in Salambala. The President and the Ministers guaranteed that this Governor would be removed from office and the Conservancy would be signed and gazetted within two weeks. The empowerment of the local traditional leaders to demand justice and to educate GRN officials about CBNRM in order to protect the conservancy process demonstrated a major success for SO#3 and provides important synergies with S.O.#4.

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Over the past year NANGOF, an umbrella organization for Namibian NGOs, has taken the **leadership** in monitoring the pending Land Bill. NANGOF, in collaboration with the MET, convinced the Ministry of Lands, Resettlement and Rehabilitation to allow additional time for citizen input into discussions concerning the bill's recognition of conservancy status in communal areas. Parliament's Committee on Land and Natural Resources (LNR) has been briefed twice on the progress of CBNRM and conservancy development by the program partners. This was a result of the chair's participation at USAID's sponsored Regional NRM Biennial Meeting held at Victoria Falls. This is a promising step towards the review of the pending Land Bill.

S.O.#3 **responds to the needs of intermediate and ultimate customers.** Our principal contact is through Steering Committees (SCs) made up of government officials, NGOs, private sector representatives, researchers and donors and is supported by a highly interactive M&E system. The SCs have taken **ownership** in carrying out and monitoring of results package activities. One LIFE SC was conducted in the field to expose USAID, Regional NRM practitioners and partners about target area developments and provided consultations with field-based partners and intermediate and ultimate customers regarding problems and opportunities. Regular monitoring visits garner information from ultimate customers through impact data gathering tools.

USAID's emphasis on customer input has made an impact on the way the MET is seeking input for their policy formation. For the first time, the MET held a consultative meeting to solicit ideas and comments from park staff and residents on their pending Parks and Neighbors Policy as explained below:

### **MET Seeks Input on Policy**

Supported by USAID's LIFE Project, the MET held, for the first time, a consultative meeting with parks staff and residents throughout the country to discuss the Parks and Neighbors Policy. Over 75 people attended the workshop to offer comments and suggestions about the Ministry's Policy. Nine of the participants were from the USAID's LIFE Project target area of Caprivi. The participants held small group discussions to anticipate how the policy would effect parks officials, residents in parks and residents bordering parks. When the Policy becomes law, it will have positive implications for residents of USAID's funded target areas in both West and East Caprivi.

## **CBNRM Activity-level Results**

Considerable progress has been made in strengthening CBNRM activities in target areas, particularly in conservancy management committees. Routine assessments of community management committees show that three organizations (100% of target) exhibited a 40% improvement in management capacity, as measured by the Institutional Developmental Profile. Continual assistance and regular training activities have been key in producing this improvement. An example: 15 conservancy treasurers and vice-treasurers from 6 conservancies attended a workshop to learn basic skills in financial management, accounting and reporting skills important in handling benefit streams.

Several successful activities contributed to the high income (149% of target) during this reporting period. The Bagani Campsite in West Caprivi (managed and operated by a San community) is one such success. Interest by the Ministry of Prisons in utilizing the Bagani campsite for other purposes threatened to undermine this very successful and lucrative CBNRM activity managed by the San people. However, the issue was resolved out of court in favour of the San people and the



## USAID Namibia

threat removed. The campsite alone reported an income of N\$ 9,760 (US\$2,077) during this reporting period, a significant amount considering that HDN off-farm income in Namibia is under \$100 annually. Improved NGO management of craft development produced increased revenue for village women: in East Caprivi, village women operate a newly established Mashu Craft Center; in West Caprivi village women have renewed latent skills in weaving special baskets for collecting veld products. With the increased demand of these baskets, thought to be extinct, women in west Caprivi are benefiting from increased sales. Thatching grass sales in East Caprivi continues to be a strong income generator for villages along the Kwando River. Campsite construction is currently underway in Salambala with other campsites in the planning stages. The **Caprivi Arts and Craft Center (CACA) graduated from Program support** and is now self-sufficient.

Women benefit most from the income being generated so far. Traditionally, activities such as thatching grass and basket weaving are "women's work" and the expansion of marketing outlets has provided additional income for women. The Mission's concern that women also share in decision making roles is addressed in IR 3.2 (2). Women participation is basically on target (17% from an expected 18% target) for participation in management committees. Attempts will be made to increase women's active participation in management committees in the coming year.

### **Progress Toward Establishing a National CBNRM Program**

The **sustainability of CBNRM** on a national level is being addressed through **institutional capacity building** of the MET and NGOs. Building on the synergy with S.O.#1, a training needs assessment and HRD support resulted in the approval (by MET) of an action plan to establish a Human Resource Development Unit, principally for training and career enhancement for CBNRM staff. The MET showed it's increasing **ownership and commitment** to taking a leadership role in CBNRM by announcing in November the establishment of a CBNRM unit in MET. The MET, with financial assistance from USAID, is also leading an effort to establish an Environmental Investment Fund (EIF) which will be a mechanism to ensure the **national CBNRM program's sustainability**. A USAID funded November 1997 orientation workshop followed by a February 1998 workshop has established inter-ministerial dialogue on pending legislation for EIF. It is anticipated that the fund will help in providing economic benefit to Namibians and invest in projects and activities that protect the fragile environment and natural resources. Currently, EIF draft legislation is undergoing legal refinement before being introduced to Cabinet and Parliament for approval and enactment.

NGOs are also **assuming leadership** roles for a national CBNRM program. The Namibia Community Based Tourism Association (NACOBTA) represents community-based tourism enterprises in the more powerful formal tourism sector. They have shown their strength through regular training activities for their members and recently hosted a three day Regional NRMP workshop. As demonstration of **this key NGOs sustainability**, NACOBTA has received non-USAID donor support for 1998-1999. LIFE has an on-going working relationship with a number of NGOs that support CBNRM and rural development in general. In order to avoid duplication of efforts and maximizing use of scarce resources, **S.O.#3 is collaborating with other donors**

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involved in CBNRM and had succeeded in raising **an additional US\$4,096,275** for various activities of CBNRM.

The IG audit, conducted in eleven countries, applauded USAID/Namibia's SO#3 for developing and managing its activities for NRM and biodiversity in accordance with **Agency directives related to the implementation of GPRA**. The audit underlines the credibility of Namibia's Results Monitoring and Reporting

## 2. EXPECTED PROGRESS THROUGH FY 2000 AND MANAGEMENT ACTIONS

The present trends indicate that S.O.#3 will reach its ambitious targets. With the anticipated passage of a Parks and Neighbor policy and the Land Bill, the policy environment will continue to improve. Three more conservancies are expected to be registered and gazetted by April. New conservancies all expect to encounter new challenges and opportunities (e.g. micro-enterprise, private sector coordination, land use conflicts, etc.), which will require S.O.#3 support.

USAID has initiated discussions with the LIFE Steering Committee and MET officials regarding a follow-on to the LIFE Results Package for the purpose of supporting a national CBNRM program and sustainability focus. During the next reporting period the Mission and its partners will complete an **evaluation of LIFE**, a CBNRM sector assessment and the design for a follow-on results package. Four themes will be incorporated into the new results package. These include: (1) Policy Enrichment that will continue to support the favorable policy environment; (2) Conservancy Development in all regions of Namibia; (3) Institutional Strengthening of MET's HRD and CBNRM units, interministerial coordination thorough a 'National Council for Environment', NGO capacity building; and (4) Community Based Tourism to support the growing eco-tourism industry. (Indicator 3b.1) Funding mechanisms for sustainability of program efforts through the EIF will be a high priority (Indicator 3.1.1).

No major changes in S.O.#3 are proposed during this R4 except for a minor change that would increase the target for S.O. Indicator 3.1 from US\$ 200,000 to \$366,667 based on more accurate estimates of expected community benefits. Proposed changes in the results framework to respond to the national challenges will be included in the next R4. An Environmental Education RP ends in FY 1999. Lessons learned will be incorporated in the follow-on RP. FY 1998 Environmental funds of \$345,000 have been requested to respond to a MET request for assistance to establish the CBNRM Unit. Beginning FY 1999 annual bilateral funding of \$2 million for 5 years is needed to support the follow-on effort of a national CBNRM program. See Parts III and IV for related issues. (See Annex A)

## 3. ENVIRONMENTAL COMPLIANCE:

S.O.#3 has complied with **Environmental Compliance** requirements under 22 CFR 216. See Part III (Environmental Compliance)

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<b>OBJECTIVE: S.O.#3:</b> Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources <b>APPROVED:</b> 11/05/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> S.O.#3: Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources			
<b>INDICATOR:</b> 3.1 Community income (gross) from program-supported natural resource management activities			
<b>UNIT OF MEASURE:</b> US\$ (annual) <b>SOURCE:</b> LIFE M&E <b>INDICATOR DESCRIPTION:</b> Gross financial income from program-supported NRM activities, excluding non-cash benefits. <b>COMMENTS:</b>  149% of target realized  Communities management bodies have developed enterprises regardless of the status of conservancy registration.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993	0	0
	1994	20,000	22,075
	1995	30,000	28,918
	1996	44,000	35,320
	1997	100,000	148,522 <sup>(1)</sup>
	1998	200,000	
	1999	200,000 <b>366,667<sup>(2)</sup></b>	
	2000	400,000 <sup>(3)</sup>	

### Table Notes:

- Enterprises that have been operational for over a year are becoming successful. A new campsite at Bagani has been very successful in its first year raising over US\$2,077.
- Suggested target increase. As a result of the June, 1997 LIFE Project Audit, a more thorough accounting of potential benefits was completed. Upon delineating like items in projected economic models and making more accurate estimates, it was found that an increase of expected community benefits is now anticipated. Given this year's actual income data, it is expected that this new target will be reached by the PACD of August, 1999.
- The Mission is currently conducting a LIFE evaluation and design for a follow-on RP. The design will be completed by September, 1998 whereby targets will be revised in next year's R4.

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<b>OBJECTIVE: S.O.#3:</b> Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources <b>APPROVED:</b> 11/05/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> S.O.#3: Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources			
<b>INDICATOR:</b> 3.2 Number of male- and female headed households in target communities that benefit from program supported NRM activities; Changed to: Number of individuals in target communities that benefit from program supported NRM activities. <sup>(1)</sup>			
<b>UNIT OF MEASURE:</b> # of male-headed & # of female-headed households (annual) Changed to: # of individuals by sex (annual) <b>SOURCE:</b> LIFE M&E <b>INDICATOR DESCRIPTION:</b> Household as defined in Namibian Census. Households receiving income in target areas. Changed to: Registered members of conservancies plus children <sup>(2)</sup> based on household data as defined in Namibian Census. <b>COMMENTS:</b>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993	0	0
	1994	80	410
	1995	700	1558
	1996	1,250	1,606
	1997	1,485 HH <sup>(3)</sup> 7,128 Ind.	<sup>(4)</sup> 3,036 (M) 3,387 (F)
	1998	1,650 HH <sup>(3)</sup> 7,920 Ind.	
	1999	1,800 HH <sup>(3)</sup> 8,640 Ind.	
	2000	10,140 Ind <sup>(5)</sup>	

### Table Notes:

- Initially it was envisaged that conservancy membership would be based on "households". The government has now decided that "individuals" over 16 would register as conservancy members. Because "individual" data is now available, we have changed the wording of this indicator, but not the underlying concept.
- Data on children are calculated using census data which estimates that 43% of the population is under 16 years of age.
- Since "households" are changed to "individuals", the targets will change correspondingly as listed above. The average family size in Caprivi Region of 4.8 was used for conversion from households to individuals.
- 1, 622 males and 1,856 females are from the registered conservancy; 1,414 males and 1,531 females are estimated numbers from conservancies that are in the final phase of conservancy registration, but do not yet have their registry totally completed. Actual figures may vary from estimates.
- The Mission is currently conducting a LIFE evaluation and design for a follow-on RP. The design will be completed by September, 1998 and targets will be revised in next year's R4.

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<b>OBJECTIVE: S.O.#3:</b> Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources <b>APPROVED:</b> 11/05/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> S.O.#3: Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources			
<b>INDICATOR:</b> 3.3 Hectares of communal land under local management			
<b>UNIT OF MEASURE:</b> #Ha (cumulative)  <b>SOURCE:</b> LIFE M&E  <b>INDICATOR DESCRIPTION:</b> a) Areas in which new forms of local management have been fostered b) <u>Area/resource under local community control (Registered by MET)</u> <b>COMMENTS:</b> The area/resource under local management is coupled with conservancy registration. Each community decides on its own geographical boundaries for the Conservancy.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993	0	0
	1994	0	0
	1995	0	0
	1996	a)680,000 b) 10,000	a) 680,000 b) 0
	1997	a)1,215,000 b) 710,000	a)1,654,300 <sup>(1)</sup> b) 92,000
	1998	a)1,215,000 b)1,190,000	
	1999	a)1,215,000 b)1,215,000	
	2000	a)1,235,000 b)1,300,000	

### Table Notes:

1. The first Conservancy registered, exceeded expectations with a total area of 92,000 hectares being included. At this point the program is working with communities that are anticipating that over 1,654,300 ha. will eventually be under local community control. The Mission decided not to change the target pending the design of the follow-on activity. The design will be completed by September, 1998 and targets will be revised in next year's R4.

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<b>OBJECTIVE: S.O.#3:</b> Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources <b>APPROVED:</b> 11/05/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> S.O.#3: Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources			
<b>INDICATOR:</b> 3.4 Number of conservancies created			
<b>UNIT OF MEASURE:</b> # (cumulative) <b>SOURCE:</b> LIFE M&E, MET Sources <b>INDICATOR DESCRIPTION:</b> a) Number of conservancies registered by MET; b) number of conservancies in final states of registration; c) number of conservancies at various stages in their development. <b>COMMENTS:</b>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993	0	0
	1994	0	0
	1995	0	0
	1996	1	0
	1997	3	a) 1 b) 3 c) 6
	1998	5	
	1999	5	
	2000	6 <sup>(1)</sup>	

### Table Notes:

1. The Mission is currently conducting a LIFE evaluation and design for a follow-on RP. The design will be completed by September, 1998 and targets will be revised in next year's R4.

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<b>OBJECTIVE: S.O.#3:</b> Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources			
<b>APPROVED:</b> 11/05/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 3.1 Improved policy and legislative environment of sustainable natural resource management			
<b>INDICATOR:</b> 3.1.1 National policies, legislation and regulations adopted that promote environmentally sustainable resource management practices			
<b>UNIT OF MEASURE:</b> # policies/legislation (cumulative) <b>SOURCE:</b> MET <b>INDICATOR DESCRIPTION:</b> Conservancy legislation and regulations, policy on parks and neighbors, community based tourism policy, CBNRM policy, land tenure policy and general policy environment supporting conservation and environmental protection <sup>(3)</sup> . <b>COMMENTS:</b> The MET continues to develop and support policies supportive of community based natural resource management in Namibia. Some policies will remain within the Ministry, some will go to Cabinet for their endorsement and others will be taken to Parliament for passage into law.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993	0	0
	1994	0	1
	1995	2	2
	1996	4	3
	1997	4	7 <sup>(1)</sup>
	1998	5	
	1999	5	
	2000	9 <sup>(2)</sup>	

### Table Notes:

- Two other policies includes; Drought and natural resource plus pending potential EIF policy (see policy table)
- The Mission is currently conducting a LIFE evaluation and design for a follow-on RP. The design will be completed by September, 1998 and targets will be revised in next year's R4.
- The Environmental Investment Fund initiative (EIF) led by the Directorate of Environmental Affairs is funded by USAID through the PD&S funding mechanism. The purpose of the Environmental Investment fund is to raise financial resources for direct investment in environmental protection and natural resource management activities and in projects which support the economic development of Namibia. In line with its constitution, Namibia endeavors to implement policies that enhance and protect the country's fragile environment. Apart from being a fund for financing "conservation activities", EIF will pursue a broader investment portfolio by providing economic opportunities and a stake in the use of natural resources to the poorest sectors of the society. The ultimate objective is to improve the economic well being of this poorest sector and thus minimize their pursuing activities that degrade Namibia's fragile environment and waste its natural resources.

The EIF will invest in projects and activities which support the national development strategy of the Government of the Republic of Namibia (GRN) but for which the GRN is unable or unwilling to provide at the moment. Poverty alleviation is one of the targets of the national development strategy. Poverty is in itself directly linked to inaccessibility to ownership of and access to natural resources. The EIF is not the panacea for this larger societal problem. It will however play an important role in assisting the society to protect its natural resource base while providing economic development.

More specifically, the purpose of the fund is to support the following activities or projects:

- Conservation, protection and management of natural resources;
- Conservation of biological diversity and maintenance of ecosystems;
- Economic improvements in the use of natural resources for the benefit of its users especially those whose livelihood depends directly upon this use;
- Development and promotion of diversified sustainable rural development;
- Training and education of Namibians in sustainable economic development as it relates to use of natural resources;
- Promotion of public awareness of the environment and environmental issue;
- Development and implementation of environment policies and strategies;
- Improving and broadening the knowledge base of Namibia's environmental resources;
- The production, monitoring, management, use and sharing of environmental information;
- Any other project or activity whose purpose relates to or promotes the principal objective of the fund and which the Board may approve.

## USAID Namibia

Grants, loans, bursaries and scholarships will be awarded to individuals, governmental and private sector organizations, non-governmental organizations(NGOs) and community-based organizations(CBOs) for activities and projects approved by the board of directors. Individuals, governmental agencies, NGOs and CBO's will be able to apply for financial assistance from the EIF. In setting up the criteria for the award of financial benefits, the Board of Directors of the EIF will give priority to those members of the society who have been particularly disadvantaged for whatever reasons. EIF will become functional once approved by an Act of Parliament.

Currently Steps are being taken to establish the working mechanisms for the fund and for gaining support for EIF legislation. A successful orientation workshop was held in 1997, with over 30 participants representing Ministries of Lands, Resettlement and Rehabilitation; Agriculture, Water and Rural Development; Finance as well as the Tourism Board; donors; and several members of the press. The participants endorsed the principles of the EIF and encouraged its establishment. Another workshop held on the February 12, 1998 discussed issues related to a draft act to establish the EIF and examined the revenue generation mechanisms that will fund EIF. The workshop was also attended by individuals from the public and private sectors as well as representatives from non-governmental and community based organizations.

With the initial phases of the effort completed, it appears that there is firm support from several Ministries for developing legislation to support such a fund. Although this policy was not anticipated a year ago, it can now be added to the list of potential policies that support CBNRM.

### Notes:

The envisaged EIF will provide economic benefits to ordinary Namibians and invest in projects and activities that protect the fragile environment and natural resources. Namibia has joined the growing number of countries that have taken bold and imaginative steps to protect their natural resources. Several of these countries have over the past decade established what is generally referred to as an Environmental Trust Funds. The DEA has, over the past four years, been laying the groundwork for the establishment of an environmental trust fund in Namibia. He said Namibia in line with its constitution, endeavors to implement policies that enhance and protect the country's fragile environment. He noted that the EIF is one mechanism for achieving the country's goal and policies and will continue to work towards its establishment and implementation. The EIF and its benefits will be primarily distributed to those individuals, organizations and institutions who subscribe to or participate in activities that promote or enhance its objectives.

This is because EIF is an important mechanism that will assist the national development process in the areas of environmental protection management of natural resources the maintenance of ecological processes and preservation of biologic diversity in Namibia.

### 4. Policy log:

POLICY	DATE	STATUS
Conservancy Legislation	1995	Gazetted 1996
Tourism Policy	1995	Approved by Cabinet
Land Use Planning towards Sustainable Development	1994	Ministry Policy
Policy Guidelines for Parks Management	1993	Ministry Policy
Conservation of Biodiversity and Habitat Protection	1994	Ministry Policy
Research Policy	1994	Ministry Policy
Environmental Impact Assessment Policy	1994	Ministry Policy
Parks and Neighbours Policy	On-going	Currently in Parliament
Land Tenure	On-going	Currently in Parliament
Environmental Investment Fund (EIF)	Just starting	Due to Parliament
Drought Policy	On-going	Currently in Parliament



## USAID Namibia

<b>OBJECTIVE: S.O.#3:</b> Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources			
<b>APPROVED:</b> 11/05/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 3.1: Improved policy and legislative environment for sustainable natural resource management			
<b>INDICATOR:</b> 3.1.2 Number of USAID-funded activities that have assisted Namibian organizations to establish legal, regulatory and policy frameworks supportive of CBNRM			
<b>UNIT OF MEASURE:</b> # national and regional visits (cumulative) <b>SOURCE:</b> LIFE M&E <b>INDICATOR DESCRIPTION:</b> Number of USAID-supported workshops, training, study tours, etc. that support efforts to improve the legal, regulatory and policy frameworks for CBNRM. <b>COMMENTS:</b>  Number of exchange visits, training and workshops are being undertaken to share ideas and experiences locally and in the region over NRM related activities in particular. The program further supports research and discussion papers that improve the understanding of CBNRM and potential benefits to rural communities.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993	0	0
	1994	2	2
	1995	7	8
	1996	12	13
	1997	14	19
	1998	15	
	1999	16	
	2000	20 <sup>(1)</sup>	

### Table Notes:

1. The Mission is currently conducting a LIFE evaluation and design for a follow-on RP. The design will be completed by September, 1998 and targets will be revised in next year's R4.

2. Relevant research and discussion papers, include:

Benefits generated through Wildlife Profits, Equity, Growth and Sustainability: "The Potential Role of Wildlife Enterprises in Caprivi and other Communal areas of Namibia" a Research Discussion Paper by Caroline Ashley, Jones Barnes and Tim Healy (Directorate of Environmental Affairs, Ministry of Environment and Tourism) August, 1994; Tourism, communities, and the potential impacts on local incomes and conservation a Research Discussion Paper by Caroline Ashley (DEA, MET) November 1995; The Namibian Natural Resource Accounting Project by Glen-Marie Lange and Jonathan Barnes (New York University, Institute for Economic Analysis and DEA, MET) 1996-Ongoing; Living in a finite Environment (LIFE) Programme--Semi-Annual Report, March 1997.

Environmental policies for Namibia and Policies for the Ministry of Wildlife, Conservation and Tourism by CJ. Brown (DEA); Namibia's Environmental assessment policy for sustainable development and environmental conservation (DEA, Ministry of Environment and Tourism);

Tourism, communities, and the potential impacts on local incomes and conservation, a Research Discussion Paper by Caroline Ashley (DEA, Ministry of Environment and Tourism), Parks and Resident Peoples "Linking Namibian Protected Areas with local communities" by Brian T. Jones October 1997;

Namibia's policy on wildlife management, utilization and tourism in communal areas. (Ministry of Environment and Tourism). Livelihood strategies of rural households in Caprivi "Implications for conservancies and natural resource management" DEA Research Discussion Paper by Caroline Ashley and Christopher LaFranchi (Directorate of Environmental Affairs, Ministry of Environment and Tourism) August 1997; Incentives affecting biodiversity conservation and sustainable use: "The case of land use options in Namibia" a research discussion paper by Caroline Ashley, November, 1996.

Wildlife Management, utilization and tourism in communal areas: "Benefits to communities and improved resources management by Brian T. B. Jones, January 1995; The Namibian Natural Resource Accounting Project by Glen-Marie Lange and Jonathan Barnes (New York University, Institute for Economic Analysis and DEA, MET) 1996-ongoing. Wildlife Use for Economic Gain the potential for Wildlife to contribute to development in Namibia, Caroline ashley & Jon Barnes, September 1996.

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<b>OBJECTIVE: S.O.#3:</b> Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources <b>APPROVED:</b> 11/05/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 3.2: Strengthened community-based natural resource management activities in target communities			
<b>INDICATOR:</b> 3.2.1 Number of Namibian organizations strengthened to sustainably assist communities in the establishment of sustainable CBNRM enterprises and management enterprises			
<b>UNIT OF MEASURE:</b> # organizations (cumulative) <b>SOURCE:</b> LIFE M&E <b>INDICATOR DESCRIPTION:</b> # of organizations that show a 40% improvement in management capacity, as measured by the Institutional Development Profile <b>COMMENTS:</b>  The LIFE Program continuously assists partner organizations to become self-reliant in terms of management skills and other skills/tools.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993	0	0
	1994	0	0
	1995	1	1
	1996	2	2
	1997	3	3
	1998	4	
	1999	4	
	2000	5 <sup>(1)</sup>	

### Table Notes:

1. The Mission is currently conducting a LIFE evaluation and design for a follow-on RP. The design will be completed by September, 1998 and targets will be revised in next year's R4.

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<b>OBJECTIVE: S.O.#3:</b> Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources <b>APPROVED:</b> 11/05/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 3.2: Strengthened community-based natural resource management activities in target communities			
<b>INDICATOR:</b> 3.2.2 Number of Namibian men and women participating in officially recognized management bodies which assume responsibility for management of natural resources			
<b>UNIT OF MEASURE:</b> # men and women in management bodies (annual) <b>SOURCE:</b> LIFE M&E <b>INDICATOR DESCRIPTION:</b> Community based management bodies named by communities to manage natural resources (officially registered with MET) which take on new NRM responsibilities <b>COMMENTS:</b> Total numbers of management committee members are lower than anticipated, but committees have worked hard to ensure equitable representation which is more important than just numbers. 22% Of the members this year are women which is consistent to 23% women last year.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993	0	0
	1994	♀ = 0 ♂ = 8	♀ = 2 ♂ = 10
	1995	♀ = 5 ♂ = 20	♀ = 8 ♂ = 44
	1996	♀ = 12 ♂ = 64	♀ = 12 ♂ = 41
	1997	♀ = 18 ♂ = 84	♀ = 14 <sup>(1)</sup> ♂ = 63
	1998	♀ = 24 ♂ = 104	
	1999	♀ = 30 ♂ = 123	
	2000	♀ = 35 <sup>(2)</sup> ♂ = 125 <sup>(2)</sup>	

Table Notes:

1. The figures provided include best estimates from conservancies not yet registered and therefore registration lists are not available.
2. The Mission is currently conducting a LIFE evaluation and design for a follow-on RP. The design will be completed by September, 1998 and targets will be revised in next year's R4.

## USAID Namibia

<b>OBJECTIVE: S.O.#3:</b> Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources			
<b>APPROVED:</b> 11/05/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 3.2: Strengthened community-based natural resource management activities in target communities			
<b>INDICATOR:</b> 3.2.3 Number of program-supported activities that produce positive net economic benefits to resource users in target areas			
<b>UNIT OF MEASURE:</b> # enterprises (cumulative) <b>SOURCE:</b> LIFE M&E <b>INDICATOR DESCRIPTION:</b> Activities initiated and run by communities <b>COMMENTS:</b> The short-fall in actual enterprises established is a result of conservancies not yet registered. Once conservancies are registered, more effort will be focused on enterprise development with an expected increase as planned.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993	0	0
	1994	3	4
	1995	6	7
	1996	10	9
	1997	15	10 <sup>(1)</sup>
	1998	20	
	1999	21	
	2000	21 <sup>(2)</sup>	

### Table Notes:

1. Only 10 activities produced positive net economic benefits which were the same ones from the last reporting period with the addition of Bagani Campsite. Bagani alone reported an income of N\$ 9,760 ( US\$2,077) in their first year of operation. While the target was not reached, the amount of income generated from these activities was more than anticipated. As reported above in S.O.#3, indicator 3.1, N\$ 668,350 was actually reported compared to the target of N\$ 450,000. Next year, more attention will be given to capturing activities supported by Namibian Community Based Tourism Association and the Rossing Foundation crafts activities, both which receive financial and technical support from USAID's LIFE program, but which operate independently. LIFE will continue to work with communities to refine and expand their income producing efforts, but will persist in nurturing those activities that produce dramatic economic benefits, such as Bagani Campsite and the thatching grass enterprise.

2. The Mission is currently conducting a LIFE evaluation and design for a follow-on RP. The design will be completed by September, 1998 and targets will be revised in next year's R4.

## USAID Namibia

<b>OBJECTIVE: S.O.#3:</b> Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources			
<b>APPROVED:</b> 11/05/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 3b: Community based natural resource management implemented Nationally			
<b>INDICATOR:</b> 3b.1: Progress towards implementation of a National CBNRM Program			
<b>UNIT OF MEASURE:</b> Qualitative <b>SOURCE:</b> MET <b>INDICATOR DESCRIPTION:</b> Progress towards the design of a National CBNRM Program, that will bring IR #3b inside the Misson's manageable interest <b>COMMENTS:</b>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997	IR Design parameters established**	AID/W approved proposal in R4
	1998	- CBNRM Sector Assessment - Agreement on logframe revision	
	1999	Start-up of follow-on	
	2000		
	2001		
	2002		
	2003		
	2004		

### TABLE NOTES:

**\*\* Anticipated results under proposed RP to implement a National CBNRM Program:**

1. Improved policy for the environmental landscape (3-5 new policies/legislation)
2. Conservancies formed (5-10 nationwide)
3. Increased benefits to conservancy members (10% increase person)
4. MET units fully operational (staffed and functioning)
5. Funding mechanisms in place for sustainability (EIF established)

### 1. Background

USAID/Namibia is currently in the process of designing a follow-on results package to the current Living in a Finite Environment (LIFE) program. LIFE began in 1993 and has a PACD of August, 1999; funds from the Regional Center for Southern Africa's Natural Resource Management Project (NRMP) support the LIFE efforts. The purpose of LIFE is to assist the Ministry of Environment and Tourism (MET) in the development of conservancies in place in selected target communal areas. Activities supported under LIFE included establishing appropriate policy, developing regulations for implementing the policy, assisting communities in selection of a representative management committee, developing a work plan and benefits distribution plan; and registering the conservancies with the MET. With the conservancy process in place and operational, USAID, the MET and implementing partners now want to expand the CBNRM program national-wide in order that conservancies can become a reality in all areas of the country.

### 2. The Design Process

The design of a follow-on results package is based on several phases. First, an evaluation of the LIFE project will be undertaken in March, 1998. Lessons learned, successes and constraints from LIFE I will be extracted from the evaluation. Conservancy development was found to be different in all the target areas, based on the natural resources available, the local leadership and the social-cultural context. Therefore, it is not expected that the conservancy "models" developed to date will be replicated nationwide. However, strategic components of conservancy development will be identified and fully integrated into the follow-on effort. It is anticipated that established conservancies will be directly involved in the sharing of experiences and lessons learned thus streamlining the conservancy development process.

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A second phase on which to base the follow-on design will entail a CBNRM sector assessment. This will be accomplished in order to determine the potential expansion of CBNRM in Namibia and to identify broad environmental issues that may need to be components of a new RP. From a broad picture of possibilities and opportunities, a concept paper will be developed by the end of April to narrow the potential options of impact within the Mission's manageable interest.

Therefore, the major purpose of the follow-on design (hereafter designated as LIFE II) will be to assist the Ministry and its partners in setting up a nationwide CBNRM program. It is anticipated that LIFE II will commence o/a April, 1999 to allow 6 months of overlap with LIFE I so that no services to the communities are lost or interrupted.

### 3. Basic Premises

A major premise of LIFE II is that it will promote activities based in rural development and conservation of Namibia's fragile eco-system - and in many cases a potential improvement of the environmental landscape is expected. Any activity supported by USAID will need to meet both criteria. A second important premise is that the national CBNRM effort will be African led and client orientated thus ensuring sustainability of program efforts. Much has been accomplished during the pilot efforts in LIFE I, but continuation of the momentum for an improved environment and a national community based NRM program will be spearheaded by the MET.

The underpinning assumption for LIFE II remains the same as LIFE I: if communities learn how to manage their natural resources so that they derive benefits from them, they will continue to manage their natural resources on a sustainable basis.

### 4. Major Themes

There are four themes that will be integrated into the LIFE II design. These themes are discussed briefly below:

#### Theme 1: Policy Enrichment

During LIFE I, the necessary legislation was passed to allow Conservancy formation and the legal entity of Management Committees. This legislation along with other Ministerial policies have fostered a favorable policy environment for CBNRM. However, other policies are needed to secure positive impacts on community control over and management of local natural resources and the land within a conservancy's boundaries. Several policies are being considered:

1. The MET needs to re-proclaim selected game reserves where status is unclear. This action was a high priority for the MET during the past year, until a change of the Minister delayed the process. Implementation is expected once the new Minister is briefed on the need for such action.
2. The Parks and Neighbors policy, currently in the MET also needs to be completed. This policy will describe the rights and responsibilities of people living in and around parks.
3. Of utmost importance, although out of the direct control of MET, is the pending Land policy, currently in debate in Parliament. The Land Policy is critical in supporting the current Conservancy legislation. Therefore, additional educational and monitoring activities may need to occur to ensure that members of Parliament understand the consequences of the Land Policy on Conservancy development.
4. A related policy, the Range Policy will also have implications for conservancy development. The MET will keep a close eye on this policy as it is being developed in the Ministry of Agriculture and Water and Rural Development.

5. Discussion have been held regarding a general environmental policy for Namibia, which has been approved by the MET, and now needs to go forward to the Parliament. This environmental policy will contain an "Action Plan" that outlines how Namibia will implement environmentally sound activities under the environmental policy.

These pending and proposed policies will further enhance the political environment for the sustainability of any of USAID's support in the area of environment and natural resource management. Support under LIFE II for continuing to improve the policy environment is a critical component for conservancies to be successful and sustainable.

#### Theme 2: Conservancy Development

Consistent with the LIFE I activities, conservancy development will be the hub of activities under LIFE II. A streamlining of approaches, based on lessons learned from LIFE I, will be used to assist communities throughout Namibia to set up conservancies. Conservancies have the basic premise of local leadership and empowerment for making local decisions. The major components of conservancy development will remain: social-economic surveys; inventory of the resource base; inputs to implementing NGOs; broadening the NGOs support base; TA support; and partnerships with the private sector. There will be increased efforts for community based training in local leadership, financial management, and entrepreneurial skills. All conservancies will be encouraged to diversify their base on which they construct a conservancy strategy - building in safety nets for high risk activities, such as drought and other natural disasters which may threaten their natural resource base.

#### Theme 3: Institutional Strengthening for Sustainability

LIFE II efforts will focus on assisting the MET in developing support for sustainable management of CBNRM. The Human Resource Development (HRD) Unit in MET is currently in the beginning stages of implementation. Further support to this unit to ensure it's ability to deliver quality and relevant training to the MET staff and to ensure posts are filled with qualified staff is vital to the sustainability of CBNRM. In addition, the MET has announced their intent to establish a CBNRM unit. Additional support will be needed to assist the MET in getting this up and running within the next few years. Additional GRN funding for MET will also be needed.

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A need for significantly improved inter-ministerial coordination could be addressed in a projected “National Council for Environment”, or an alternative coordinating mechanism which should be established at the level of the Prime Minister. This council can oversee all environmental issues and ensure that an Environmental Action Plan is implemented. To be effective, the council will need to build a constituency for valuing the fragile bio-diversity of Namibia and for monitoring important environmental issues.

Expansion of the support base for CBNRM will be encouraged through the broadening of implementing NGOs and CBOs that work in rural development throughout the country. Relevant training in environmental conservation will be provided to NGOs and CBOs so that they can participate in partnership with the MET and provide a conduit for spreading information to local communities. Developing capacity at the University of Namibia for the integration of CBNRM into the curriculum and for supporting CBNRM related research will also be a priority for LIFE II.

Efforts are also needed in building constituencies at regional units throughout the country. In many areas, regional interministerial coordination will be critical to ensure the success of conservancies. A model of interministerial coordination is in place in the Kunene region which can provide lessons learned for other areas. If decentralization occurs within the next 5 years as some politicians are predicting, USAID will need to consider these ramifications in relationship to conservancy development.

### **Theme 4: Community Based Tourism**

Established under LIFE I, Community Based Tourism (CBT) will expand under LIFE II to take advantage of the growing eco-tourism industry. Training in skills and management will be continued in order to meet the needs of new enterprises. Developing links to the formal tourism sector, guarded by savvy businessmen, will be a challenge in LIFE II.

## **5. Funding Mechanisms for Sustainability**

During LIFE I, USAID has initiated an effort to set up an Environmental Investment Fund (EIF), based on endowments. Further support is anticipated for this sustainable funding mechanism, where donors, private sector and interests groups can endow their funds for continued support to environmental activities. As a part of this effort, USAID will need to identify forces supporting environment and conservation at the national, regional and international levels, including sources within the Agency itself. Investing small amounts of money from a variety of sources has the potential of providing support funds for conservancy development over 20-30 years (or in perpetuity).

Donor coordination is also important. During LIFE I, 20 donors and institutions provided over \$ 4 million of support to the CBNRM program. Improved donor coordination is important to enhance the opportunities of scarce donor funds.

## **6. Summary**

In summary, the LIFE Evaluation Team will consider the important issues raised during an extensive review of the LIFE I program and the CBNRM Assessment. Based on lessons learned and issues raised, the Design Team will incorporate these ideas into a results package that will, in 5 years, assist in the development of a sustainable CBNRM program in Namibia. A new results package will build on past achievements, streamlining the conservancy development process and broaden and strengthen a sustainable institutional support base: from the MET, NGOs and innovative funding mechanisms.

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### PART II: PROGRESS TOWARD STRATEGIC OBJECTIVE #4

*Increased Accountability of Parliament to all Namibian Citizens*

#### SUMMARY TABLE:

Objective / IR name	Rating	Evaluation findings
Strategic Objective #4: <i>Increased Accountability of Parliament to All Namibian citizens</i>	Met Expectations	The June 1997 assessment identified strengths of the DIB Results Package that could be consolidated or expanded, including training for media and NGOs on bill and budget analysis as well as increased support to the ethics policy formulation.
I.R. 4.1: Increased opportunities for citizen participation in the legislative process	Exceeded Expectation	
I.R. 4.2: Increased use by parliamentarians of enhanced skills as legislators and representatives of citizens	Met Expectations	
I.R. 4.3: Increased public advocacy by NGOs and Civic Groups in national and/or media fora	Met Expectations	
I.R. 4a: Increased Capacity of Parliament to fulfill its legislative and oversight functions	Exceeded Expectation	
Percent funding through NGOs and PVOs: FY98 <u>90%</u> ; FY 99 <u>90 %</u> ; FY00 <u>90%</u>		

The Mission's fourth strategic objective aims to enable Parliament to assume its role as a forum for public debate and for oversight and review of government policies, initiatives and legislation. The S.O. also targets civil society actors and the media so that Namibians can advocate for citizen concerns and defend the rules of democratic governance to the Parliament and to other branches of Government. The primary Results Package (RP) supporting S.O.#4 is Democratic Institution Building, with an LOP of \$3.4 million and a PACD of January 1999. DIB is implemented by the National Democratic Institute for International Affairs (NDI). The main partners are the National Assembly and the National Council, who entered into a Memorandum of Understanding (MOU) setting forth each partner's responsibilities. To date, both houses are upholding the M.O.U.

S.O.#4 contributes to three objectives under the Agency's goal of building sustainable democracies. S.O.#4 forms the basis of the first objective of the Mission Performance Plan high-level goal to "Support Namibia's Evolving Democratic Process and Respect for Human Rights", and also contributes significantly to the second objective. (See Part 1 Annex A & B). Four RPs under S.O.s #1 and #3 also contribute to the achievement of increased advocacy, I.R. #4.3. Namibian citizens are the ultimate customers of S.O.#4.

## 1. PERFORMANCE ANALYSIS

The democratic transition in Namibia gives grounds for cautious optimism for consolidation. Both Parliament and civil society institutions are stronger than they were two years ago. However, several trends could temper progress towards a more accountable Parliament. The ruling party has used its majority to reject motions to have two controversial bills referred to committee. Leaders in the Executive have voiced concerns that the committee system is a foreign import that can slow the legislative process. Some have asserted that the legislature is becoming too independent. Nevertheless, the President has endorsed changes in the direction of a stronger and more transparent institution, and no obstacles have been imposed to legislative development. Similarly,



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although government leaders occasionally demonstrate intolerance towards the press, they have continued to uphold press freedom and civil society action. USAID is monitoring these trends but has assessed that the environment remains strong for achieving an open and transparent Parliament. The assistance, albeit small-scale, of other donors, also indicates confidence in the progress of Parliament. In only the second year of implementation of this S.O., progress towards achieving a more accountable Parliament is on track. Representation of citizen concerns in all facets of the legislative process is occurring and becoming increasingly institutionalized.

### S.O.#4: ACHIEVEMENTS CONTINUE -- THEN AND NOW.

<b>ACCOUNTABILITY:</b> In August 1995, there were no legislative review committees. In December 1996, the first bills were referred. By February 1998, committees use input from public hearings that result in amendments to 8 of 9 bills referred to them.
<b>OPENNESS:</b> In August 1995 there are no formal fora for public participation. In May 1996, the first public hearings are held. As of February 1998, both houses have conducted a total of 43 hearings on a total of 12 issues
<b>OVERSIGHT:</b> In 1995, Parliament approves national budget with few questions. In 1996, there is increased questioning but budget is still rubber stamped. In 1997, MPs amend the budget for the first time.
<b>NAMIBIAN OWNERSHIP:</b> In 1995, both houses draft the <i>Agenda for Change</i> , a blueprint for parliamentary reform. In 1996, Cabinet reviews but does not support. In December 1997, the <i>Agenda</i> is amended and approved with cross party support. SAPO backbenchers stand up to Executive queries and Cabinet fully endorses.
<b>PARTNERSHIPS:</b> In 1995, formulation of budget is closed to public and limited to Executive. In 1996, National Chamber of Commerce advocates for public input. USAID/Namibia responds. In 1997, Businesses, NGOs, MPs and Government design and participate in USAID-sponsored budget analysis training. A process is established for public input into formulation and review of the national budget.
<b>ADVOCACY/SYNERGIES:</b> In 1995, NGOs have few organized advocacy campaigns. In 1996, NGOs assisted under all S.O.s conduct 10 pro-active advocacy campaigns. In 1997, NGOs increase advocacy campaigns and make pro-active appeals to Parliamentary Committees for the first time.
<b>DONOR LEVERAGING:</b> In 1995, USAID only donor supporting Parliament, and little support for civil society advocacy. As of 1998, three donors provide complementary support to Parliamentary resource center, staff training, and committees. Key donors commit increased resources to civil society advocacy.

A highlight towards achieving sustainability was the adoption, after contentious debate and cross-party support, of the *Agenda for Change*, a blueprint for legislative reform. The *Agenda* details a plan for strengthening Parliament to assume its full Constitutional powers, through empowering committees, improving research and information services and providing for an independent parliamentary staff service. Its passage provides a mandate for the activities underway and a framework for continued USAID assistance. Success is particularly notable with the National Assembly Committee system, a focus of technical assistance and support under S.O.4 during its formation and since its establishment in November 1995. Several committees have matured into professional fora that scrutinize legislation and actively solicit public input on key public interest bills. Indeed, progress has surpassed expectations, with 12 issues on which hearings were held. Based on testimony and information from the hearings, the committees tabled recommendations that resulted in amendments to 8 of 9 bills referred to them.

**Namibian President affirms ownership of Parliamentary strengthening** "I am pleased to note that the practice of holding public hearings in search of public input into various pieces of legislation has become an established tradition. . . These developments are good for our young democracy and for our country. As Parliament becomes more accessible and more familiar to the general public, they, in turn, will demand performance and effectiveness from their elected representatives. I am therefore pleased that the culture of consultation will continue with increased momentum in 1998." President Nujoma at the opening of Parliament, February 17, 1998.

A notable achievement was the amendment by the Assembly of the national budget for the first time -- a significant step towards asserting its oversight mandate. In 1997, S.O.#4 implemented a new component with additional funding of \$80,000 to train MPs, business groups and NGOs in how to understand and analyze the national budget. It is anticipated that the debate of the 1998 Appropriations Bill will incorporate public input. The Ministry of Finance -- which traditionally has been closed to public participation -- is now calling on civil society organizations to participate in the formulation and review of the national budget.

The National Council has yet to set up a committee system. However, a study tour of U.S. legislatures supported by S.O.#4 has catalyzed the Council and proposals are in the final stages for structures and procedures of standing, select and joint committees. The S.O. #4 team is confident that a committee system will be instituted within the next reporting period. The Council continues to demonstrate progress in its legislative deliberations. Since 1995, when the DIB RP commenced, the house has recommended successful amendments to eight bills.

**S.O. #4 supports NGO-business-Government efforts to combat corruption** In March 1997, the Office of the Prime Minister established an Ad Hoc Committee to promote ethics and to combat corruption. The leaders of both houses are represented on the Committee. To ensure a wide spectrum of perspectives, the Committee established a technical committee of civil servants, business leaders and NGOs to catalog information and to solicit public input on a policy and legal framework for ethics. In response to this need, S.O. #4 is assisting the technical committee, whose work will enhance the transparency of Parliament and of all government institutions.

The program envisages that the media will provide a platform for awareness and debate between legislators and the citizenry. Although the interaction of backbencher MPs with the press remains minimal and ad hoc, there are promising signs that MPs are becoming more cognizant of the need to engage the media. This year, for the first time, the newly operational committees actively invited media coverage to publicize the hearing process and to call for public participation.

For Parliament to become more accountable, MPs in both houses need to develop public outreach skills and to learn how to research, develop and review legislation and policy, whether through their own research or by requesting staff assistance. Progress towards improving the skills of Parliamentarians is on track, and several trends show that MPs are becoming more skilled and committed legislators. National Assembly backbencher MPs proposed amendments to the national budget for the first time. The Committee on Public Accounts exercised its role as an oversight body and called in officials to query an Auditor General report. This more deliberative approach is directly due to training of MPs under S.O.#4 on bill and budget analysis.

**S.O. 1 success spawns Parliamentary initiative** Based on a successful tripartite workshop on draft affirmative action legislation, teams from S.O.#1 and S.O.#4 combined efforts to organize a special bill analysis workshop on the draft bill in October 1997 for MPs of both houses. Among issues analyzed were the implementation of affirmative action and provisions related to unfair discrimination. The outcome of the workshop was a detailed analysis by the MPs on the structure of the draft bill, noting its weaknesses in implementation.

To date, S.O. #4 has not offered tailored training to women MPs, but has ensured their participation in all activities and provided technical assistance and guidance to the Parliamentary women's caucus. Mission assistance also ensured the voice of rural women in deliberations of a national gender policy. The increased visibility of women politicians has resulted in an initiative, funded by the Swedish government, to improve their skills as candidates in the future elections.

**MP demands a platform for promotion of gender equality** The National Council unanimously adopted a motion to create a permanent parliamentary committee on women. MPs from both parties initially rejected the proposal; however, Hon. Josephine Hamutwe, an active participant in S.O. #4 training and assistance, eloquently argued that a permanent committee would enable people to lobby MPs on the freedom and equality of women.

Capacity-building of legislative staff is an integral component of S.O. #4. It is premised on the commitment of GRN to supporting the autonomy and development of legislative infrastructure and staff. As such, it remains outside the manageable interest of the Mission. Taking into account that the legislative staff cadre was established only in April 1995, progress is exceeding expectations. As a result of an ongoing in-service training program, coupled with external opportunities such as an internship program to U.S. legislatures, staff are not only gaining administrative competency, but are implementing ways to increase the openness and efficiency of both houses. The ability of staff to organize, record and produce reports on committee hearings has been central to the success of the committees to influence final legislation.

**Legislative staff: making a difference** Ephraim Jane, Senior Assistant Clerk, National Council was one of six staffers from the Parliament completing a seven week internship at one of three state legislatures in the United States. Since returning from the Wisconsin State Legislature, he has begun to implement valuable changes in the procedures of the House, such as standardizing the Daily Order papers; and revising information tracking to ensure that legislative records are timely, cost-effective, and accessible.

Progress towards achieving increased advocacy is on track. NGOs and interest groups are clearly taking up opportunities created by the Parliament for public input, including direct input on 42% of bills of public interest. Underpinning this advocacy is the availability of information on policy and legislative activities. Although resources preclude a comprehensive civic education component, in response to customer needs, S.O.#4 is taking a more sustainable approach by: training legislative staff to produce public outreach materials; improving the distribution of the successful bill summaries; and supporting the translation of "How Laws are Made," funded by a FY 95 116(e) grant, into indigenous languages.

**Ultimate Customer Feedback: Surveying the Opinions of Namibian Citizens** The capability to monitor public opinion and perceptions of political processes remains undeveloped in Namibia. S.O.4 aims to build this capacity by supporting focus groups, a survey of political attitudes of university students and a survey of non-voters. These surveys are the first of their kind in Namibia; they will provide bellwether information on the opinions and priorities of the electorate.

The extensive commitment to organizational strengthening under S.O.s #1, 3 and 4 is enabling NGOs to integrate policy, advocacy and research to their organizational strategies. Through technical assistance under the READ project and a sub-grant for its advocacy unit under S.O. #4, the Namibia NGO Forum, Nangof, has taken the lead in developing a multi-phased program to strengthen the ability of NGOs to 1) identify policy and legislative issues affecting their constituents and 2) design and implement pro-active advocacy campaigns. The progress of Namibian NGOs to sustain long-term, well-organized campaigns is on track, with 12 such campaigns during the reporting period. NGOs are also increasingly forming fluid coalitions in response to pressing issues that affect their constituencies. Coalitions of environmental NGOs assisted under S.O.#3 have joined together to advocate around development projects that could negatively impact their constituents and the land on which they live. Of note, the effectiveness of civil society advocacy is also changing the way government ministries develop and draft policies. By 1995 only a handful of Ministries had solicited public input on key plans and policies. Although GRN has not institutionalized public consultation in policy formulation, qualitative data, such as the Mission's June 1997 sector assessment, indicates an increase in Government recognition of NGO and other civil society input in policy formulation.

## 2. EXPECTED PROGRESS THROUGH FY 2000 AND MANAGEMENT ACTIONS

In June 1997, the Mission undertook an assessment of progress to date and a review of opportunities for USAID assistance to further contribute to Namibia's democratic development. Based on this assessment, progress through FY 2000 is expected to consolidate the gains made to date, including supporting the National Assembly committees to institutionalize their approaches, supporting NGO initiatives to strengthen advocacy capacity and integrate this function into their organizational strategies, enhancing public participation in the national budget process, and improving the skills of MPs and staff. The upcoming year will focus on identifying strategies to institutionalize staff training, enhancing the legislative and outreach capacity of the constituency-based National Council, with a focus on committees, and strengthening ties between NGOs and regional elected officials with the two houses of Parliament. An assessment of constraints to and opportunities for media strengthening will be undertaken.

**Parliamentary Reform: An unique opportunity emerges** After ongoing debates, both houses of Parliament and the Cabinet approved the Agenda for Change, a blue print for legislative reform developed by both houses. This approved strategy provides for the creation of an autonomous 'Parliamentary Service Commission' with staff independent of the executive. This system will enhance the oversight and autonomy of the Parliament. In 1998, S.O.#4 will respond to this unique opportunity by providing assistance to the houses to create the body and draft supportive policy and legislation.

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The June 1997 assessment also identified current strengths of the DIB Results Package that could be consolidated or expanded. The DIB RP will be amended in FY 1998 to reflect these changed program priorities. A follow-on results package will be finalized and implemented by May 1998. A principal focus of the follow-on will be support to the CY1998 regional and 1999 national elections. This will likely entail support to an independent elections commission, if formed; work with party caucuses to promote outreach and open public debates; and work with NGOs and the media to enhance their role as watchdogs and advocates in the elections process. The positive trend of the S.O. indicates that the ambitious objectives and results envisaged by the program can be achieved within the target time period -- should sufficient resources be available in a timely manner. Because the Mission's S.O. is highly focused and integrated within the overall Mission program, maintaining momentum is key to ensuring the achievement of these results and ensuring the S.O. ability to sustain an effective mechanism for continuing the NGO strengthening begun under S.O.#1. One decision, the newly operational S.O.#4 Management Team and Mission management will make in the upcoming year is whether or not to sign a Strategic Objective Agreement (SOAG) with the Namibian government. The Government's policy for legislative strengthening, the *Agenda for Change*, provides a framework on which to base the SOAG and reinforce GRN commitment to the S.O. (See Annex A)

### **3. ENVIRONMENTAL COMPLIANCE:** See Part III (Environmental Compliance)

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<b>OBJECTIVE: SO#4: Increased Accountability of Parliament to All Namibian citizens</b>			
<b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> SO #4: Increased Accountability of Parliament to All Namibian citizens			
<b>INDICATOR:</b> 4.1 The extent to which the legislative process meets established criteria for representing the concerns of different citizen groups			
<b>UNIT OF MEASURE:</b> Index indicator (See PMP)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Bill analysis, Review of Parliament official documents. Key informant interviews.	1993	0	0
<b>INDICATOR DESCRIPTION:</b> Established criteria - See PMP for further details.	1994		
<b>COMMENTS:</b> Although backbenchers are using citizen input in debating legislation (See Indicator 4.2.1), their influence is still limited and they are less active in floor debates than was anticipated. It is anticipated that as the quality and frequency of their contribution improves, they will have more of an impact on legislative deliberation.  However, this is one of the less-weighted criteria; overall, the indicator shows that at the highest level of S.O. #4, progress is on track. Of note, public input solicited through committee hearings resulted in amendments. In addition, Parliament amended the budget for the first time, an indication of its potential to exercise an oversight role.	1995		
	1996	1.5 (B)	1.7
	1997	2.7	2.5
	1998	3.4	
	1999	4.0	
	2000	4.0	

USAID Namibia

<b>OBJECTIVE: SO #4: Increased Accountability of Parliament to All Namibian citizens</b>			
<b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> S.O.#4: Increased Accountability of Parliament to All Namibian citizens			
<b>INDICATOR:</b> 4.2 Number of issues on which public hearings, including committee hearings, are held			
<b>UNIT OF MEASURE:</b> # of issues <b>SOURCE:</b> Committee reports and schedules. NDI Project reports, NDI media analysis. <b>INDICATOR DESCRIPTION:</b> # of issues on which hearings are held <b>COMMENTS:</b> <p>The National Assembly standing committee system was established in November 1995. The first bills were referred to committees in November 1996. Prior to that date, hearings were conducted on two issues - the National Council conducted nationwide hearings on the Married Persons Equality Bill and the National Assembly Standing Committee on Economics conducted a hearing on the South Africa/European Union proposed free trade Agreement.</p> <p>With referral of bills, the number of issues on which hearings are held has <u>exceeded targets</u>. <i>Indeed, hearings were conducted on all bills referred to committees.</i> On the down side, motions to send two controversial bills to committees were rejected after party caucusing, thereby denying the opportunity for public input.</p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993	0	0
	1994		
	1995		
	1996	5	2
	1997	7	Annual: 10 Cumulative: 12
	1998	10	
	1999	25	
	2000	25 <sup>1</sup>	

<sup>1</sup> Namibia's legislature is small: most backbenchers serve on two or three committees and the committees face budget limitations that will constrain the opportunity to have hearings, particularly outside of Windhoek. The increase from 1998 to 1999 represents the impact of the National Council (second house) committee system becoming operationalized. However, thereafter, the number of issues on which hearings are held is expected to level off.

<b>OBJECTIVE: S.O.#4: Increased Accountability of Parliament to All Namibian citizens</b> <b>APPROVED: 06/05/96 COUNTRY/ORGANIZATION: USAID/Namibia</b>			
<b>RESULT NAME: S.O.#4: Increased Accountability of Parliament to All Namibian citizens</b>			
<b>INDICATOR: 4.3</b> Number of media reports reflecting interaction of parliamentarians with the press on substantive issues			
<b>UNIT OF MEASURE: Total # of print and electronic media reports</b> SOURCE: NDI media analysis  <b>INDICATOR DESCRIPTION: Press reports on different citizen group concerns based on direct comments by or interviews with Parliamentarians and staff.</b> Parliamentarians are defined as backbencher MPs: members of both houses who are not Cabinet members.  <b>COMMENTS:</b> The M&E baseline study found no reports in the printed media that reflect interaction of MPs with the press on substantive issues. By strengthening the legislative and outreach skills of MPs, it is anticipated that backbencher MPs will gain the confidence and experience to engage the press.  In 1997, 10 backbencher MPs, including 3 Swapo MPs, granted open interviews, primarily on the community radio station serving the Windhoek township, Katutura. National Assembly MPs also actively used the press to publicize legislative activities and results. However, while there is increasing recognition of using the media to inform the public, MP/media contact is not interactive and backbencher MPs remain reluctant to engage the media on issues of the day.  This indicator is also based on proactive and analytical media. A June 1997 sector assessment identified institutional constraints beyond journalist skills, such as a racially polarized media and the need for media owners to establish staff development strategies.  The S.O. team has reviewed whether this indicator, as presently defined, is sensitive enough to monitor change in the relationship between legislators and citizenry. The team recommended that the indicator be retained to detect movement, but that data on lower level indicators be identified and collected to manage for results. The team also recommended that the Mission conduct an assessment of media strengthening constraints.	YEAR	PLANNED	ACTUAL
	1993	0	0
	1996	ESTABLISH BASELINE	0
	1997	10% INCREASE	See Comment
	1998	10	
	1999	20	
	2000	30	



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<b>OBJECTIVE: S.O.#4: Increased Accountability of Parliament to All Namibian citizens</b>			
<b>APPROVED: 06/05/96 COUNTRY/ORGANIZATION: USAID/Namibia</b>			
<b>RESULT NAME: IR 4.1: Increased opportunities for citizen participation in the legislative process</b>			
<b>INDICATOR: 4.1.1 The adoption and maintenance of parliamentary procedures that facilitate citizen input</b>			
<b>UNIT OF MEASURE: Y/N</b> <b>SOURCE:</b> <b>Standing rules and orders, NDI monitoring &amp; evaluation</b> <b>INDICATOR DESCRIPTION: A procedure or rule which facilitates citizen inputs into deliberations of both Houses</b> <b>COMMENTS:</b> <p>In November 1998, the National Assembly adopted two changes to the Standing Rules and Orders to increase the effectiveness of committee operations. According to Assembly leadership, it is felt that the committees are still in a pilot stage and initial emphasis for rule changes should be on efficiency. Rule changes for citizen input have been drafted but will be introduced once the committees have demonstrated their efficiency.</p> <p>The first change enables committees and staff to have the time to fully review legislation and to conduct hearings as needed. It provides that Members table bills by a set date each year (rather than the sporadic introduction throughout the legislative year, as is now the practice.) To ensure that committees report back to the chamber timeously, it limits committees to a 90 day period of review of matters referred to them. (This is in response to Executive criticisms that committees could become 'mortuaries' for bills, thereby holding up legislation.</p> <p>A second motion enables committees, with the consent of the Speaker, to subpoena a person to appear. Journalists were angered for fear this provision might force them to reveal their sources. However, Parliamentary leadership made provision that under the new rule, all appearing before the National Assembly committees would retain their constitutional rights.</p> <p>Although these do not directly facilitate citizen input, they ensure that committee work is timely and effective, and ultimately enhance the credibility of these fora.</p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993	0	0
	1994		
	1995		
	1996	Yes	No
	1997	Yes	No see comments
	1998	Yes	
	1999	Yes	
	2000	Yes	

\*2 By year 2000 it is likely that rules will have been adopted, and that the indicator will measure the maintenance of these procedures.

<b>OBJECTIVE: S.O.#4: Increased Accountability of Parliament to All Namibian citizens</b>			
<b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 4.1: Increased opportunities for citizen participation in the legislative process			
<b>INDICATOR:</b> 4.1.2 Number of standing and ad hoc committees that facilitate citizen input or hold public hearings			
<b>UNIT OF MEASURE:</b> # of committees	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> DG  <b>INDICATOR DESCRIPTION:</b> # of committees involving Parliamentarians that facilitate citizen input  <b>COMMENTS:</b>  The committees include the standing committees on Economics; Land and Natural Resources; and Governance. A special committee on the Legal Practitioners Bill also conducted hearings. The three National Assembly standing committees have been particularly active, conducting a total of 43 hearings around the country.  The Public Accounts Committee conducted investigative hearings with expert testimony, however, these are not included as public hearings.  See also comments under indicator 4.2	1993	0	0
	1994		
	1995		
	1996	3	2
	1997	5	Annual: 4 Cumulative: 5
	1998	7	
	1999	15	
	2000	15	

USAID Namibia

<b>OBJECTIVE: S.O.#4: Increased Accountability of Parliament to All Namibian citizens</b>			
<b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 4.1: Increased opportunities for citizen participation in the legislative process			
<b>INDICATOR:</b> 4.1.3 Number backbencher MPs who participate in formal town/ village meetings to engage in public outreach			
<b>UNIT OF MEASURE:</b> #	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> DG	1993	0	0
<b>INDICATOR DESCRIPTION:</b> Number of backbencher MPs who use formal meetings as a forum to address the public on parliamentary activities  <b>COMMENTS:</b> To date, no accurate baseline data has been obtained, because although backbencher MPs reportedly visit constituents, this takes place on an informal and ad hoc basis; few conduct regular visits in their official capacities.  The June 1997 assessment concluded that the PR structure of the National Assembly precludes systematic constituency outreach in that house, and that programmatic emphasis be given to supporting Parliamentary outreach through committees. In the National Council -- the constituency-based second house -- MPs travel frequently between their regional bases and the capital, and it is difficult to measure constituency outreach.  The S.O.M.T. concluded that the National Council is critical to democratization and that a replacement indicator be identified that measures the enhanced capacity of the National Council to channel citizen input from regional council level into national legislative review. This changed indicator will be reflected in the FY 2001 R4.	1994		
	1995		
	1996	5	NOT AVAILABLE
	1997	10	NOT AVAILABLE (See comments)
	1998	20	
	1999	30	
	2000		

<b>OBJECTIVE: S.O.#4: Increased Accountability of Parliament to All Namibian citizens</b>
<b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia

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<b>RESULT NAME:</b> IR 4.2: Increased use by parliamentarians of enhanced skills as legislators and representatives of citizens			
<b>INDICATOR:</b> 4.2.1 Backbencher MPs use citizen input in debating legislation			
<b>UNIT OF MEASURE:</b> %	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> Bill analysis, MP interviews  <b>INDICATOR DESCRIPTION:</b> Bill analysis shows the inclusion of citizen input by backbencher MPs in Parliamentary debates  <b>COMMENTS:</b>  Through the committee process, and on the floor, backbencher MPs used input from public hearings as well as petitions to ask questions and propose amendments.  Measurement of this indicator is based on comprehensive analysis of two to three bills per annum, and so findings are cursory. This tool needs to be supplemented by other tools, such as MP interviews and a review of the Hansards (legislative record). However, the Hansards for the National Assembly are now a year behind schedule, while those of the National Council are inconsistently produced. The S.O.M.T. has recommended that systematic MP interviews be conducted to obtain this data.	1993	0	0
	1994		
	1995		
	1996	N	Y
	1997	N	Y
	1998	Y	
	1999	Y	
	2000	Y	

\*\* The SOT is still in the process of establishing an indicator to measure the use by parliamentarians of enhanced skills. This indicator is predicated on enhanced skills of MPs, and the ability of staff to deliver timely, accurate and efficient services. Staff have yet to implement an accurate system of tracking requests, but interviews with the management of both houses highlights an increase in requests from MPs for staff inputs in committee hearings and reports; questions on the floors; and briefing papers for national and international travel.

<b>OBJECTIVE:</b> S.O.#4: Increased Accountability of Parliament to All Namibian citizens
<b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia
<b>RESULT NAME:</b> IR 4.2: Increased use by parliamentarians of enhanced skills as legislators and representatives of citizens
<b>INDICATOR:</b> 4.2.3 Number of visits and requests to library and research services

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<b>UNIT OF MEASURE:</b> Total # of visits and requests  <b>SOURCE:</b> Library log  <b>INDICATOR DESCRIPTION:</b> Visits and requests by phone or letter  <b>COMMENTS:</b>  As noted with 4.2.2 above, record-keeping in the library is inconsistent, particularly as many MPs do not wish to complete the log. The recorded data does not accurately capture the full level of use, but rather gives an indication that use of library and research services is increasing considerably when compared to prior years.  A survey of MPs computer interests found that 50% of respondents in the National Assembly and 33% in the National Council want skills in internet research. Nearly all respondents requested basic skills in electronic mail. Based on this response, S.O.4 will begin training interested MPs in electronic mail and internet research. It is likely that once they know the resources available through this medium, MPs will request further assistance from staff in obtaining information for their legislative work. To facilitate this process, should resources be available, S.O. 4 envisages developing an intranet that will provide MP online resources, such as committee schedules, news clippings and timely research data. The local area network will in turn be expanded to provide MPs access through computers for each party office.	YEAR	PLANNED	ACTUAL
	1993		
	1994		
	1995		
	1996	Establish services	Services established in 1996
	1997	Estimated 20% growth per first year	64
	1998	Estimated 10% growth annually	
	1999	Estimated 10% growth	
	2000	Same as 1999	

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<b>OBJECTIVE: S.O.#4: Increased Accountability of Parliament to All Namibian citizens</b>			
<b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 4.3: Increased public advocacy by NGOs and Civic Groups in national and/or media fora			
<b>INDICATOR:</b> 4.3.1 Percentage of bills of public interest that receive public comment			
<b>UNIT OF MEASURE:</b> # (cumulative)  <hr/> <b>SOURCE:</b> Bill analysis, committee reports, MP and staff interviews, media analysis  <hr/> <b>INDICATOR DESCRIPTION:</b> Bills of public interest (as opposed to procedural and technical bills) in which public input is made directly to parliament  <hr/> <b>COMMENTS:</b>  Eight bills received comment out of 19 bills of public interest tabled from October 1996 to September 1997. Methods included letters to MPs and the Parliamentary leadership, petitions and delegations and formal testimony at hearings.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993	0	0
	1994		
	1995		
	1996	10%	21%
	1997	25%	42%
	1998	35%	
	1999	50%	
	2000		

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<b>OBJECTIVE: S.O.#4: Increased Accountability of Parliament to All Namibian citizens</b>			
<b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 4.3: Increased public advocacy by NGOs and Civic Groups in national and/or media fora			
<b>INDICATOR:</b> 4.3.2 Number of umbrella/federation groups/coalitions of NGOs formed/strengthened around specific sectors or issues			
<b>UNIT OF MEASURE:</b> # (cumulative)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> NGO and civic group reports, press releases, M&E	1993	0	0
<b>INDICATOR DESCRIPTION:</b> Group of 3 or more NGOs joining forces to consult, recommend, and/or act on issue/s of common concern	1994		
	1995		
<b>COMMENTS:</b> Through 1997, five umbrella/federation groups of NGOs were strengthened around specific sectors: Three with assistance from S.O. #3 (the NGO Working Committee on Land Reform; the Namibia Community-based Tourism Association and the Namibia Environmental Network; and two with joint assistance from S.O.s #1 and 4 (Namibia NGO Forum and the Namibia National Chamber of Commerce and Industry.)  In addition, S.O. #1 has enhanced the capacity of the Joint Consultative Committee on Small and Medium Enterprise, a group of multiple NGOs who are partners under S.O.#1 as well as Government representatives. Because this is a joint committee, it is noted here, but not counted.	1996	3	6
	1997	5	Annual: 5**
	1998	5	
	1999	6	
	2000	7	

\*\* Because these results are ongoing, this indicator measures umbrella formation/strengthening on an annual rather than cumulative basis.

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<b>OBJECTIVE: S.O.#4: Increased Accountability of Parliament to All Namibian citizens</b>			
<b>APPROVED:</b> 06/05/96 <b>COUNTRY/ORGANIZATION:</b> USAID/Namibia			
<b>RESULT NAME:</b> IR 4.3: Increased public advocacy by NGOs and Civic Groups in national and/or media fora			
<b>INDICATOR:</b> 4.3.3 Number of campaigns/efforts by NGOs and interest groups to influence pending policy or legislation			
<b>UNIT OF MEASURE:</b> # of campaigns (cumulative)  <b>SOURCE:</b> NGO and interest group surveys, bill analysis, semi annual joint SO team review  <b>INDICATOR DESCRIPTION:</b> Campaigns by NGOs and interest groups to influence pending legislation through petitions, providing documentation to MPs, and/or providing testimony  <b>COMMENTS:</b> S.O.s # 1, 3 and 4 contributed to the ability of NGOs and civic groups to advocate on the following issues: housing policy, small and micro-enterprise policy; affirmative action draft legislation; the national budget; parks and neighbors policy; community-based tourism; national land policy; enabling environment policy for NGOs; rape legislation; AIDS-related policy; ethics policy; and environmental education policy.  Of note, advocacy around rape legislation represents a synergy of groups assisted under S.O.s #1 and 4; and a 116(e) democracy and human rights fund initiative to combat violence against women and children.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993	0	0
	1994		
	1995		
	1996	5	10
	1997	10	Annual: 12 <sup>2</sup>
	1998	15	
	1999	15	
	2000	20	

<sup>2</sup> Because many campaigns are ongoing, this indicator measures campaigns on an annual basis rather than a cumulative basis.



### **PART III.**

#### **Status of the Management Contract**

*No fundamental changes are proposed to the Mission's Management Contract direction through the expiration of the current CSP, except possibly with respect to S.O.#3.*

#### **CSP (FY 1996-FY 2000).**

USAID Namibia's current five year Country Strategic Plan, approved in May 1996, covers Mission funding through FY 2000. The second five year CSP, due in early CY 2001, will articulate programs and strategies through graduation in 2005. In preparation for this, USAID Namibia has funded studies and assessments to identify future options and strategies to ensure sustainability of successful, Namibian-led initiatives beyond graduation in 2005. The approved CSP contained specific "exit goals" contemplating a reasonably detailed graduation scenario. In last year's R4, Part III, "Program Status Issues", the Mission requested to be permitted to prepare its "graduation strategy" and detailed transition plan in its *next* five year CSP.

In preparation for the 2001 - 2005 CSP, the USAID Representative initiated discussions in July 1997 with the Africa Bureau on funding parameters for the out years leading up to graduation in year 2005. Table no. 2, Part IV Resource Request, although preliminary, will hopefully form the basis of establishing "secure" outyear funding levels. The Mission needs this AID/Washington commitment for two reasons: First, our human resource development, basic education, community based natural resource management (CBNRM) and democracy S.O.s can only be achieved through follow-on Result Packages that will "Namibianize" and institutionalize reforms and programs in these critical areas needed for graduation. Second, the USAID Namibia strategy is to assist Namibians to establish and finance endowments to support ongoing CBNRM, NGO-civil society advocacy and training activities in the post-2005 period. The development work for these endowments (now well underway in CBNRM) must begin now with assurances of seed capital availability in the "outyears" once appropriate mechanisms are established. See Part IV, Annex A & B.

Since the advent of the reengineering procedures two years ago -- the CSP, R4, Delegation of Authorities for Results Packages -- the Agency focus has become increasingly short-term, and lacking in mechanisms (like the old PID) to assure AID/Washington support for longer term interventions. Namibia, for example, has experienced Agency funding decisions that have undercut the Mission's ability to engage in long-term planning and policy dialogue with Namibian partners in every S.O. except S.O.#2, which concerns Basic Education.

In our "out year" tables, we propose funding levels by S.O. that are within our CSP-approved average OYB of \$8 million from FY99 through graduation, higher initially and then tapering off as the program phases down and endowments are funded rather than RPs. We need agreement on these levels if we are to continue to be able to lay the foundation for Namibia's graduation in the near future. In other words, as a graduating program with a limited and fixed amount of time and resources with which to work, and clearly defined AID/W -

## USAID Namibia

approved S.O.s, we need relief from the short-term vagaries of annual performance-based-budgeting if we are to secure a successful graduation scenario.

S.O.#3 funding presents a particular challenge. In last year's R4, the Mission requested (and repeats again this year) an OYB of \$10 million from FY 1999 - FY 2003 in order to finance continued work in CBNRM under S.O.#3 without cannibalizing other S.O.s more essential to Namibia's graduation in 2005 than S.O.#3 itself.

The approved CSP and last year's R4 (page 34) clearly indicated that continued work in CBNRM (S.O.#3) would have to be funded, as in the past, either from regional or other external sources, or from additional OYB resources. Otherwise, as stated in both the CSP and R4, the Mission proposes to phase out of S.O.#3.

Nevertheless, in approving an FY 1999 OYB, AID/W agreed to add \$2 million to S.O.#3, but, contrary to the Mission's clearly stated intent, subtracted \$1 million from S.O.#1, the GRN and Mission's highest priority, and added this sum to S.O.#3. The other \$1 million was provided to S.O.#3 via an OYB increase to \$9 million (recently reduced to 8.65, by reducing S.O.#4 and S.O.#1 again!). Since HRD and Environmental funds are not fungible, the above action was strictly OYB-driven. To address the OYB issue, USAID Namibia proposes the following:

The Mission requests restoration of S.O.#1 and S.O.#4 funding along with additional OYB for S.O.#3 as proposed in Table 2 (Part IV). The Mission proposes to finance this additional OYB by reducing its out-year funding to \$3 million each in FY 2004 and FY 2005, resulting in an average OYB of \$8 million from FY 1999 - FY2005. **In short, the Mission requests a fixed resource commitment of a limited amount (\$56 million) over a limited period (seven more fiscal years) to facilitate Namibia's successful graduation and the closeout of all Mission managed activities.**

### Compliance with key Contract Requirements

The Contract and exit plans: The initial contract with Washington, approved in May 1996 following the CSP review, was renewed in the November 25, 1997 Management Letter. Like the initial contract, the Management Letter reconfirmed our graduation date of 2005 and the need for Strategic Objective teams to start thinking in terms of an exit plan. USAID is already fully engaged with our partners in identifying mechanisms beyond graduation for each of the four S.O.s. Special assessments and studies undertaken this past year in preparation for the future include (a) feasibility of establishing an Environmental Investment Fund (see success story for S.O.#3), (b) in depth study of the NGO community and existing capacities; and (c) an endowment fund for civil society/NGOs under S.O.#4. We are also actively working on approaches to assure post-graduation sustainability of high quality in-country management training under S.O.#1 and sustainability of primary education reform under S.O.#2.

## USAID Namibia

African leadership. USAID Namibia recognizes the need for Namibians to take the lead in future as well as present on going activities. To ensure African leadership, all four S.O.s have incorporated, at the Results Package level, Namibian Advisory Boards and/or Steering committees. These are comprised of key partners, intermediate customers and as appropriate, GRN officials. In the case of S.O.#1's private sector training, a board comprised of bankers, industrialists and NGOs actively participates in the selection and screening of candidates. Likewise, public sector training has a parallel board. Under S.O.#2, Basic Education, a steering committee comprised of officials from the Ministry of Basic Education, Peace Corps, U.S. contractor and USAID meet quarterly to decide key issues within the Results Package. Although membership varies per S.O., a similar group of key partners, intermediate customers, GRN officials and/or those with vested interests are active at the Results Package level for the remaining two S.O.s

Human Resources Development Focus. The November Management Letter emphasized the importance of continuing USAID/Namibia's strong focus on HRD. As noted elsewhere in this R4 document, S.O.#1, which embodies the Mission's HRD focus, remains our first priority objective.

Support for regional program. USAID Namibia recognizes the need to support defined objectives and goals of regional programs. At present, USAID Namibia and the Regional Center for Southern Africa (RCSA) are collaborating in two sectors: environment and democracy. In the environment sector, USAID Namibia and RCSA are copartners in the implementation of Living in a Finite Environment (LIFE), the major \$15 million Results Package being funded under S.O.#3. Namibia is also an active member of the RCSA funded Natural Resource Accounting Project Coordination Committee for NRM programs, which meets quarterly.

In the democracy sector, USAID supports regional goals and has facilitated visits of RCSA officials and contractors. USAID worked closely with RCSA in obtaining a special \$50,000 grant for the new SADC Parliamentarian Forum which is headquartered in Namibia. The body is already addressing regional Democracy and Governance issues such as transparency and corruption and has the potential to become a regional Parliament. In recognition of Namibia's regional leadership in democracy and governance, SARDF held its first information sharing working in partnership with the NGO umbrella Forum. During this reporting period, USAID met frequently with staff from the regional Southern African Enterprise Development Fund (SAEDF) primarily to discuss on-going and planned investments in Namibia. In doing so, we have been able to facilitate contacts between SAEDF and local entrepreneurs as well as ensure exchange of information with the Embassy. At present, SAEDF has two large investments in-country and is discussing a third with the government. Discussions have been held on ways in which USAID funded training under S.O. #1 could be used to support SAEDF - provided credit schemes for SMEs.

Drought and disaster management. USAID is addressing the impact of drought through a combination of funding from OFDA and ad hoc funding under Program Development and Support. We have substantially strengthened Namibia's Drought

## **USAID Namibia**

preparedness and emergency management capacities. This includes OFDA funded development of the first National Disaster Plan, since adopted by cabinet as a policy.

Relationship with Host Country and the Country Team. The Program is aimed at fostering a positive environment for democracy, stability and economic growth. All four S.O.s support in major ways the three goals outlined in the Mission Performance Plan (See Part I). At the policy level, USAID engages regularly in policy dialogue with senior officials, particularly the Director General of National Planning Commission, Permanent Secretaries in partnering ministries, and on occasion, both the Speaker of the House and the Chairman of the National Council at Parliament.

Relationship with Partners and Customers. Collectively, to ensure Namibian ownership and partnering in carrying out our program, USAID has participated in more than fifty meetings with our key partners and intermediate customers during this one year period. These include at the RP level: quarterly technical and oversight meetings, focus group discussions, S.O. team meetings and workshops. At the donor level, USAID actively participates in and often provides leadership to bi-monthly donor coordination meetings chaired by United Nations. Meetings are held periodically with key leaders in the NGO community as well as with sister umbrella organizations active in all four S.O.s.

Using Disadvantaged Enterprises. Approximately 60% of our program is being implemented through six U.S. based NGOs/PVOs. Two of these organizations, the African American Institute (AAI) and Africare, are disadvantaged enterprises. Africare is implementing our pilot \$1.8 million HRD private sector component and is responsible for identifying and training HDNs in mainstream companies. AAI is the major implementor of our \$3.8 million scholarship program under the Advanced Training for Leadership and Skills (ATLAS) program. Together, both entities accounted for 15% of the OYB resources provided in fiscal year 1997 and will account for 12% in FYs 1998 and 1999. Currently, 31 Namibians are in the U.S. studying. One-fifth of these participants (six) have been placed at Historically Black Colleges and Universities (HBCUs). ATLAS expects to send a new class of 20 participants to the U.S. in September 1998 with a target to place at least one-fourth of these participants at HBCU institutions.

Changes to and within Strategic Objectives and Results Packages. S.O.#1 Reaching out with Education to Adults in Development (READ) results package will end in December 1998. NGO activities related to capacity building through training will remain under S.O.#1, although the target for such training will be for individuals and generic skill areas rather than NGOs institutionally, and for activities that support the overall environment for HDN advancement in business and professional spheres. The advocacy capacity focus for NGOs will be transferred to S.O.#4.

Strategic Objective teams: During this reporting period USAID Namibia replaced its "interim" Strategic Objective Teams with permanent Strategic Objective teams with charters (Memoranda of Understanding are used in USAID Namibia).

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Progress and Successes in Managing for Results. USAID Namibia's efforts in institutionalizing its own internal processes to effectively Manage for Results is demonstrating steady progress. USAID Namibia has developed and refined an in-house tool, the Semi Annual Results Report (SARR), to review progress and achievements with our partners and feed directly into the R4 process. This process was presented as a model during the Agency workshop on R4 Results Report held in Pretoria in January 1998.

The Monitoring and Evaluation (M&E) system developed to track training under the NGO results package, Reaching out with Education to Adults in Development (READ), has been cited by CDIE/Washington as an example of a model to link training to be used in training programs worldwide.

Under S.O.#3, USAID Namibia was one of 11 countries selected to participate in the Office of the Inspector General's (IG) worldwide assessment of USAID's implementation of the Government Performance and Results Act (GPRA) of 1993. The 1997 audit focussed on "*Protecting the Environment*" as one of the five "pillars" of the Agency. Their audit report on findings, dated December 12, 1997, cited the M&E system in use under S.O.#3 for the accuracy of its collecting and reporting performance data and found that USAID Namibia was the only one of the USAIDs audited which was found to be in full compliance with the following objectives of the GPRA, namely:

- develop a strategic plan and annual plans consistent with the Agency's strategic framework;
- develop performance indicators and a system for collecting and reporting accurate performance data;
- develop a system for collecting and reporting accurate performance data; and
- use performance information to enhance program effectiveness.

On the latter, the report stated "USAID Namibia developed a system for collecting and reporting accurate performance data."

At the Results Package level, the S.O.#3 M&E system has been adopted as a model for all southern African CBNRM programs.

**ANNEX A  
INITIAL ENVIRONMENTAL EXAMINATION  
OR  
CATEGORICAL EXCLUSION**

**Environmental Compliance Section of the R4**

Attached are the Initial Environmental Examination (IEE) documents for the four of the USAID/Namibia Strategic Objectives. Three of the four S.O.s (S.O.#1, S.O.#2 and S.O.#4) have Categorical Exclusion for their activities, while S.O.#3 has a Categorical Exclusion and a negative determination for some activities (multiple determination).

S.O.#1 IEE covers all Results Packages and activities, which consist of short and long term management training in the public and private sectors and NGO organizations. This program is not expected to have an effect on the natural or physical environment, and a Categorical Exclusion is recommended in accordance with 22 CFR 216.2(c)(i) and (iii) and 22 CFR 216.2(c)(1)(i). RP is to be done for S.O.#1 later in the year that might require an amendment of the IEE.

S.O.#2 IEE has a Categorical Exclusion in accordance with 22 CFR 216.2(c) and is aimed at developing human and institutional capacity for the basic education system. An IEE might also be done for the S.O.#2 SOAG later this year.

S.O.#3 IEE has a multiple determination. Categorical Exclusion for Component Three (training) and Four (national/regional networking), the portion of Component Two (applied research or studies) and portion of Component One (CBNRM activities) that exclusively involves strengthening of institutional capacity and technical assistance per 22 CFR 216.2(c)(1)(i) and 216.2(c)(2)(i), and (iii) and (v) is recommended. A Negative Determination with Conditions is justified for Component One (community based natural resource management activities) for subgrants involving on the ground activities and creation and development of income generating enterprises and management systems, pursuant to Section 216.3(a)(1) and (2) of the Agency's Environmental Procedures, 22 CFR 216. The Conditions relate to how the subgrants and associated mitigation actions will be identified and reviewed on an individual basis. Separate Environmental Assessments (EA) of conservancy development activities for Nyae Nyae and Salambala Conservancies have been completed by REDSO/ESA and other EAs are still pending. The LIFE RP will be subjected to a evaluation during CY98 starting on March 01, 1998, and it might require an amendment of the current IEE.

S.O.#4 IEE provides a Categorical Exclusion in terms of 22 CFR 216.2(c)(2)(i) for technical assistance and training and 216.2(c)(2)(xiv) relating to development of host country government capacity for future planning. A Negative Determination is recommended for the provision of computer and photocopying equipment as per Section 216.3(a)(2)(iii). S.O.#4

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will be doing SOAG and RP latter this year which might require the amendment of the current S.O.#4 IEE.

## ANNEX B USAID NAMIBIA SUCCESS STORIES

### S.O.#1:

**ROADMAP:** A young lady from the Namibia National Chamber of Commerce (NCCI) is currently translating the training module on Customer Service into one of the local languages and plans to introduce the program to the business community in the North of the country.

**TRAINET:** The USAID S.O.#1 has developed a cross-sectoral M&E system for the purpose of tracking diverse activities such as short-term training, long term training, workshops conducted within the country, third countries and the USA. The pioneering acquisition of the TRAINET, a tracking tool replacing PTMS, will enhance the developed M&E.

**RED CROSS:** Two Red Cross (RC) trainers from Katima Mulilo branch were able to apply community based HIV/AIDS activities as a result of attending a Training of Trainers (TOT) conducted by World Education and NANASO. According to the RC this was the first time that community members understood strategies for taking care of terminally ill patients at home. EADS activities ends later this year.

**IDLI:** The workshop conducted by IDLI in association with the Namibian Law Association (NLA) helped to increase HDN legal practitioners' (advocates and attorney) awareness and skills in negotiating and drafting commercial agreements. Historically, less than 20% of Namibia's over 200 legal practitioners are HDNs; really all have been excluded from practicing in commercial laws. The training also provided a chance for the participating practitioners to network among each other and to bolster the newly formed NLA, established to represent the needs of HDN legal practitioners.

### **NGO SUCCESS STORIES:**

#### 1. Helping Namibian NGOs achieve sustainability

COSEDA has been a participant in USAID NGO activities since the inception of the READ RP in 1995. Technical assistance has included three technical advisors from K-Rep, a Kenyan NGO, to enable the organization to redesign and install its credit management scheme. Through exposure visits, including attendance at the Microcredit Summit in Washington in 1997, COSEDA has developed lasting contacts and studied the latest "best practices". And, COSEDA, including director Nathanael Areseb have gained skills in management, leadership, training, and credit schemes through participation in S.O. 1 training activities. As a result, COSEDA has repositioned itself as one of the foremost Namibian NGOs devoted to microlending for HDNs. COSEDA is a leading contributor to the GRN-



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NGO Joint Consultative Committees that has resulted in a widely-hailed small enterprise policy. The clarity and professionalism of COSEDA's organizational plan has enabled it to leverage additional donor funds, including start-up capital for its microcredit scheme.

### 2. Enhanced roles catalyze enhance roles

Lidwina Aipinga is a Senior Trainer at the Private Sector Foundation (PSF), a SME NGO. When asked to recall a success story, Ms. Aipinga poignantly describes how when she was doing direct training of clients she enable an unemployed woman to start a small business which has now grown to provide income to the family, school opportunities for her children, and employment to three other women in her community. However, the impact that Ms. Aipinga has now is one or two steps removed from that direct training of PSF small entrepreneurs. Developing her training and management skills through participation in S.O.#1 training activities, Ms. Aipinga is now one of the co-managers of the newly-created Training Development Unit at PSF's. This unit provides services to two client groups. The first client group is the newly-hired PSF employees. With a colleague (whose training skills were also developed through S.O.#1 training activities. Ms. Aipinga designs and conducts training for these PSF business promotes who in turn provide microbusiness training and credit over 2,000 HDNs per year. The unit also provides curriculum design and training services to other organizations who have identified the need for training and recognize the expertise resident in the PSFs Training Development Unit. As an example, PSF and the Rossing Foundation have combined forces to continue to provide the very successful, 10-month Training of Trainers program that was started by the READ RP. The series just completed had participants from not only the NGOs but also the GRN. In the past time years, the roles that Ms. Aipinga has assumed have significantly increased in scope and responsibility--however, she has not forgotten the woman she helped some time ago who now has her own successful business and enhanced roles of her own.

### 3. Increasing access and sustainability: S.O.#1 strengthens NGOs

Through assistance under the READ RP of S.O.#1, at least 14 NGOs are addressing management systems challenges. Examples include the development of a new human resource management plan, a new financial management system, the development of monitoring and evaluation tools, and the development of organizational strategic plans. These achievements will help NGOs to fulfill their roles as agents of development and training grounds for HDNs in the development sphere.

### 4. Training for HIV/AIDS NGOs spawns Government participation

In 1994-96, through the READ RP of S.O.#1, 37 individuals were trained to assume the role of Community AIDS Educators (CAEs). Three of these individuals were from the Ministry of Health and Social Services (MoHSS). In addition to the direct impact that the trained CAEs are having in educating their communities about HIV/AIDS, this program enhanced the

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abilities and willingness of NGOs and the GRN to collaborate on the next generation of activities: training of trainers of HIV/AIDS councilors and home-based care providers. A working group consisting two NGOs, the MoHSS, and the Ministry of Defense designed this training program. The funds are being provided through S.O.#1 and also by the MoHSS. With leadership through the READ RP, a training team consisting of Master Trainers, whose skills were developed through the READ RP of S.O.#1, are implementing the training program.

### **Namibians assume ownership of training**

In 1997, two Namibian NGOs, the Rossing Foundation and the Private Sector Foundation, assumed ownership over the successful 10-month Training of Trainers initiated under the READ RP. In the last year, the two NGOs have trained 20 trainers. The rigor and the value of the training has led the Namibian Qualifications Authority of the Ministry of Higher Education, to enter into a process that will grant accreditation to the training series. Several alumni of the series have now established the Namibian Trainers Network (NaTNet) to enhance networking, skills upgrading, and the use of Namibian training resources. Since 1995, the impact of this ToT series has been far reaching. In a recent survey of the membership of NaTNet, the 37 who responded (representing 39% of the membership) reported that they have provided training or direct technical assistance to over 7,800 individuals across Namibia. By extrapolation, it can be posited that as many as 20,000 Namibians will have already benefited from the training launched by the READ RP. Other S.O. 1 RPs are now working with NaTNet to identify Namibian trainers for private and public sector programs.

### **NGO-GRN-private sector partnership for development**

S.O.1 is enhancing the ability of Namibian NGOs to develop partnerships with private sector and Government stakeholders to address pressing development issues. For example, four NGOs assisted under S.O.#1 are now members of the joint Consultative Committee (JCC) that has produced Namibia's first policy on small and medium enterprise. S.O.#1 training for HIV/AIDS service NGOs has catalyzed government participation in these activities and greater cooperation on day-to-day counselling, awareness, and home-based care initiatives as well as longer term strategic planning at the national level. Technical assistance on management systems developed and financial suitability has enabled the Desert Research Foundation of Namibia (DRFN), a leading environmental education and research NGO, to develop a joint venture agreement that ensures community participation and tourism ventures not only in the Namib desert, but in other parts of Namibia as well.

### **S.O.#2:**

**NEW LEARNING IN THE CLASSROOMS:** Despite complexities of reorganization and new approaches to instructional programming in Grade 1 target schools, materials for this initial

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intervention were well received by teachers and principals. Changes in learner performance are difficult to measure, but results from classroom observations in 120 schools in July 1997 indicate the changes in trends attributable to BES components -- including SIMS, CAMS, USAID developed TBCM (Teachers Basic Competencies Manuals used by the PCVs in training), and PCV support. Based on work in David Perkins' *Smart Schools*, classrooms were rated on scales of clarity, thoughtful practice, motivation, and feedback. Although only two classrooms achieved 'mastery' by maximal scores on all variables, interventions have led to more active use of knowledge and, on average, a higher quality instructional environment than in traditional classrooms -- "SIMs classrooms" were higher on more than 60% of all scales. Cognitive levels in target classrooms have shifted from mere memorization of facts to understanding and active use of knowledge, a strong indication that classroom instruction has improved in quality, producing higher levels of achievement and supporting the dramatic conclusion that initial interventions have put in motion a process to support quality improvements in the classroom.

### S.O. #3:

**First conservancy signed** in November, 1997 by the Minister of Environment and Tourism(MET): Nyae Nyae Conservancy, in former Bushmanland; gazetted in February, 1998. (S.O.)

**Income to communities** from USAID supported CBNRM activities exceeded its target by 149%. (S.O.)

**Enhanced policy and legislative environment** through the Namibia President's support; a workshop for regional governors; Parliamentarians participation in USAID's NRMP Regional workshop on CBNRM; NGO monitoring of pending Land Policy; local input to the Parks and Neighbors policy; Drought Policy currently in parliament plus creation of Environmental Investment Funds (EIF)act being finalized to be sent to Cabinet and Parliament for approval (IR 3.1)

**40% improvement** in three Community Management Committees (100% of target). (IR 3.2)

**An additional US\$4,096,275** was leveraged from 20 organizations and donors for CBNRM as a result of lobbying by USAID's LIFE Program and the Ministry of Environment and Tourism.

**Women are benefiting most** from CBNRM income; based on thatching grass and basket weaving enterprises, and improved marketing systems for these enterprises. (S.O.)

**Monitoring responsibilities** for wildlife and other natural resources have been taken over by Conservancy Management Committees. (IR3.2)

### President Nujoma supports CBNRM

In February 1997, President Sam Nujoma issued a statement emphasizing the importance of communities getting benefits from parks, thus highlighting the efforts of MET in CBNRM at a national level. In August 1997, President Sam Nujoma gave a boost to CBNRM by opening the Guardians of Eden Play in a special performance for Parliamentarians. The Guardians of

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Eden play uses song and dance to develop awareness of the importance of wildlife in people's lives. Approximately 270 elected and appointed officials along with key political supporters and donors attended the opening. This performance was the finale to a national tour which entailed seven performances in four regions by the South African based group. These performances were widely attended by Governors, regional officials and the general public.

S.O. #4:

**ACCOUNTABILITY:** In August 1995, there were no legislative review committees. In December 1996, the first bills were referred. By February 1998, committees use input from public hearings that result in amendments to 8 of 9 bills referred to them.

**OPENNESS:** In August 1995 there are no formal fora for public participation. In May 1996, the first public hearings are held. As of February 1998, both houses have conducted a total of 43 hearings on a total of 12 issues

**OVERSIGHT:** In 1995, Parliament approves national budget with few questions. In 1996, there is increased questioning but budget is still rubber stamped. In 1997, MPs amend the budget for the first time.

**NAMIBIAN OWNERSHIP:** In 1995, both houses draft the *Agenda for Change*, a blueprint for parliamentary reform. In 1996, Cabinet reviews but does not support. In December 1997, the *Agenda* is amended and approved with cross party support. SWAPO backbenchers stand up to Executive queries and Cabinet fully endorses.

**PARTNERSHIPS:** In 1995, formulation of budget is closed to public and limited to Executive. In 1996, National Chamber of Commerce advocates for public input. USAID/Namibia responds. In 1997, Businesses, NGOs, MPs and Government design and participate in USAID-sponsored budget analysis training. A process is established for public input into formulation and review of the national budget.

**ADVOCACY/SYNERGIES:** In 1995, NGOs have few organized advocacy campaigns. In 1996, NGOs assisted under all S.O.s conduct 10 pro-active advocacy campaigns. In 1997, NGOs increase advocacy campaigns and make pro-active appeals to Parliamentary Committees for the first time.

**DONOR LEVERAGING:** In 1995, USAID only donor supporting Parliament, and little support for civil society advocacy. As of 1998, three donors provide complementary support to Parliamentary resource center, staff training, and committees. Key donors commit increased resources to civil society advocacy.

## **PROGRAM DEVELOPMENT AND SUPPORT (PD&S)**

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### **Conference for rural women**

Women's Action for Development (WAD) and AgriFutura S.E.D held a very successful conference at the Otjiwa Game Ranch at the end of November 1997. The aim of the conference was to establish cross-cultural and regional interaction among delegates, focus on successes and failures of small rural enterprises and to identify areas of need for future workshops.

The following resolutions were adopted:

- a. continue to empower rural people through training and development.
- b. to alleviate unemployment and poverty,
- c. to uplift the social economic situation and promote primary health care in all regions,
- d. to submit written proposals to the appropriate standing committee of the Economic Advisory Council to create a better understanding of plight rural communities,
- e. to make use of all possible avenues and channels to sensitize the private sector and government to refrain from importing articles which can be produced in rural areas,
- f. and to recognize and utilized all possible economic opportunities which will be the result of the decentralization of the regions.

### **NAWISA launched after workshop**

The Namibian Association of Women in Sport [Nawisa} was officially launched during December 05-07, 1997 by Minister of Youth and Sport at a workshop held in Swakopmund. Workshop was attended by about 100 delegates from Namibia's 13 regions and focussed on the election of office bearers for the new organization. NAWISA's prime aim is to sensitize local women to participate in sports and thus to gradually increase the number of female participants in local and international events, particular the Olympics

### **Fourth annual Program Sharing Forum 1997 for Women**

More than two hundred women attended the workshop held in Windhoek during December 09-11, 1997. The aim of the workshop was to draft the National Plan of Action which is contributing towards the implementation and monitoring of the National Gender Policy.

**USAID/NAMIBIA**  
**FY 2000 RESOURCE REQUEST**

**MARCH 1998**

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## PART IV. RESOURCE REQUEST

### **1 Financial Plan**

USAID Namibia requests \$10 million in OYB and \$1.1 million in OE plus ICASS funding for FY 2000. The OYB level is based upon identified requirements to carry out the approved Country Strategic Plan (CSP) divided among the four approved Strategic Objectives as outlined in the table below. OE requirements identified in Section 4, workforce and OE tables are necessary to support the program and reflect an efficient, minimum staff complement.

<b>Development Assistance</b>	<b>\$ millions</b>	<b>FY 98</b>	<b>FY99</b>	<b>FY 00</b>
S.O.#1	Enhanced roles for HDNs in key public sector, NGOs and private sector organizations	4.0	3.9	4.0
S.O.#2	Improved delivery of quality primary education to Namibian learners (grades 1-4)	2.8	2.0	2.4
S.O.#3	Increased benefits to HDNs from sustainable local management of natural resources	0	2.0	2.0
S.O.#4	Increased Accountability of Parliament to all Namibian citizens	1.2	0.75	1.6
<b>OYB TOTAL</b>		<b>8.0</b>	<b>8.7</b>	<b>10.0</b>
<b>OPERATING EXPENDITURE</b>		<b>1.0</b>	<b>1.0</b>	<b>1.1</b>
<b>TOTAL OE &amp; OYB</b>		<b>9.0</b>	<b>9.7</b>	<b>11.1</b>

The above OYB levels for FY 2000 would allow the Mission to meet its approved CSP commitment and achieve sustainability of results outlined in Part II in all four S.O.s.

#### **S.O.#1: Enhanced Roles for HDNs in key public sector, NGOs and private sector organizations**

S.O.#1 is the Mission's highest priority objective, based on customer feedback, GRN priorities and the Mission strategy for Namibia's graduation in 2005. Through S.O.#1, USAID is becoming Namibia's lead donor in human resources development. S.O.#1 investment through FY 1997 totals \$21.5 million with a planned further investment of \$11.9 million during the FY 98 to FY 2000 period. The FY 2000 funding request of \$4 million, is the largest among the four S.O.s and will be used to support the newly established SOAG in S.O.#1. The majority of these funds will support the new bilateral Human Results Development (HRD) Results Package. USAID is replacing the current global "pilot" Human Resource Development Assistance (HRDA) activity. The new HRD Results Package will

form the core of the S.O.#1 strategy and will continue to receive the bulk of S.O.#1 funding through 2002. In FY 99, USAID will complete and phase out the six year Results Package, known as READ, begun in FY 1993, which supports NGO capacity building, adult education and environmental education. This NGO support will be replaced by a more focused human resource development and advocacy strategy that will maximize the investments and synergy between S.O.#1 and S.O.#4.

The S.O.#1 mortgage at the end of FY 2000 is expected to be \$3.3 million. Most of the current \$4.2 million pipeline is expected to be eliminated within the next 12 months as implementation of the new bilateral Results Package gains momentum with major expense items, such as increased long-term training, and U.S. internships and short-term training, being accelerated. S.O.#1's pipeline was examined in November 1997 as part of the Semi-Annual Results Review (SARR) exercise and was found to be within the acceptable range defined by the USAID Washington guidance for new activities.

**S.O.#2: Improve delivery of quality primary education to Namibian learners (grades 1-4)**

S.O.#2 directly supports Namibia's Basic Education reform program at the primary school level. The oldest of the results packages, it has been the cornerstone of USAID's involvement in Namibia since initiation of a program in 1991. USAID is Namibia's major partner in lower primary curriculum development and teacher training. The FY 2000 funding request of \$2.4 million will finance completion of the current phase of the Basic Education Support Results Package and design and start up costs for the follow-on phase. The S.O.#2 mortgage at the end of FY 2000 of \$8.9 million is to provide funding for the follow-on phase of the basic education results package which will begin in FY 1999. Overall, the S.O.#2 pipeline has decreased significantly over the past two years and is expected to be brought fully in line within the next 18 months. The pipeline is attributed in part to the complicated contractual mechanisms in place within the current Results Package. The Basic Education Support RP is comprised of four different contractual mechanisms: a) a \$4.2 million PASA with Peace Corps; b) institutional contractor; c) USAID and logistical support function and d) independent studies. The PASA has had a very slow disbursement rate because of Peace Corps initial draw down delays and the low number of PCVs entering the program. However, the past year seen an increase in the number of PCVs of 100% over the previous two years. This increase in PCVs together with a proposed two year extension in the PASA will accelerate the draw down rate. The current funding levels are considered sufficient to oversee and implement the current and planned follow-on basic education Results Packages through FY 1999.

**S.O.#3: Increased benefits to Historically Disadvantaged Namibians (HDNs) from sustainable local management of natural resources**

S.O.#3 encompasses USAID's major environmental activities in Namibia. This S.O. provides a critical intervention in an arid country with a fragile ecosystem. Through S.O.#3, USAID is the lead donor and key partner in the GRN's long term Community Based Natural Resource Management (CBNRM) program. The Living in a Finite Environment (LIFE) RP represents a substantial investment (\$15 million plus) in support of policy reform and pilot CBNRM activities, such as community managed wildlife conservancies in Namibia. Results have been very positive. USAID has also requested \$345,000 to kick off studies and assessments in support of the new activity due to begin FY 1999. This is not shown on the above table as we are seeking fallout funding.

The request for additional bilateral OYB funding of \$2 million beginning in FY 99 and FY 2000 is part of a six year, \$10 million follow-on CBNRM activity that will be critical to assuring sustainability of these relatively new pilot conservancies, and will enable Namibia to replicate the successful models on a **national** basis. The additional investment envisioned in the follow-on activity will afford the USG a prominent role, not only in policy dialogue and decision making, but also in leveraging of additional funding from other donors. To date USAID has been successful in lobbying other donors to provide amounts totalling US\$4.0 million. The USG's ability to engage the GRN now in a critical policy dialogue concerning (1) increased GRN resource commitments to CBNRM and the Ministry of Environment and Tourism and (2) much improved inter-ministerial coordination in CBNRM, is dependent upon a commitment to provide the additional six-year funding requested beginning FY 1999 for a follow-on Results Package.

The Mission's request, it should be noted, is for \$2 million annually for 5 years over the CSP-approved \$8 million OYB. This request is linked to the Mission's proposal to front load the funding for five years (FYs 1999, 2000, 2001, 2002 and 2003) at \$10 million each. Funding levels for FYs 2004/2005 would be \$3 million each to average out to the approved \$8 million per annum CSP level up to graduation (FY2005). See Part III and Part IV (Future Funding scenario). CBNRM funding, indeed most of S.O.#3 funding has heretofore come from SARP and RCSA programs. In other words, S.O. #3 has always been a creature of external funding outside the Mission's OYB. The approved CSP explicitly assumed that the RCSA would include Natural Resource Management (NRM) funding in its budget (specifically \$10 million or \$2 million annually for five years) to continue replication of identified successful models and approaches at the national level beyond FY99. The CSP, and last year's R4 (see page 34), made it clear that without continued funding from such "external" sources, the Mission would not be able to continue S.O.#3. **Put another way, the Namibia program cannot finance the needed \$10 million LOP funding for LIFE II or any part thereof from within the current OYB without severely damaging one or more other S.O.s more critical to Namibia's graduation than S.O.#3.**

The current S.O.#3 pipeline of \$5.3 million (including the grant to Environmental Education) shown on program tables, reflects the accelerated expenditure rate of the LIFE RP, which were "embargoed" pending passage and gazetting of the CBNRM legislation which was only affected in June 1996. Since no obligations are planned for 1998, the pipeline will be brought within acceptable levels prior to the FY 1999 disbursements.

LIFE, the major results package under S.O.#3 is fully funded out of regional accounts from RCSA. Therefore, RCSA will publish the related pipeline data as part of their regional FY 1999 and FY 2000 program budget tables. However, based on in-house tracking of expenditures and accruals through September 1997, is estimate a pipeline sufficient to carry the activities through the current PACD date of August 1999. The largest expenditure and slowest draw down is the category of sub-grants. We expect sub-grants, training and other start-up costs for new conservancies to continue over the next eighteen months up to PACD. We expect the majority of this pipeline to be disbursed by early CY 1999 and the balance completely expended by August 1999 when the LIFE Results Package ends.

**S.O.#4: Increased accountability of Parliament to all Namibian citizens**

S.O. #4 encompasses the Mission's democracy and governance (DG) objectives. USAID is the lead donor in the field of democratic institution building in Namibia. The FY 1999 & 2000 funding request for S.O.#4 will fund the activities related to current support for improved accountability of Parliament and electoral support for regional and national elections planned in late 1998 and 1999. In addition it is anticipated that this funding be used to continue providing NGO support for advocacy. S.O.#4 is the least resourced of the four S.O.s and the most successful given the small amount of funding.

The cumulative investment into this S.O. through 1997 has been \$3.4 million, which leaves a mortgage of \$6.8 in terms of the approved CSP levels. As designed the S.O. was expected to maintain a slow initial expenditure, as support is provided to the GRN to establish, inter alia, a legislative committee system. Once established as a forum for civil society to provide citizen input into legislation, the S.O. expenditure is expected to increase. The results achieved under this S.O. have been exceptionally good and the 1997 DG assessment has indicated the need to speed up the implementation schedule for this S.O. in line with the growing need within civil society to make use of the fora created under this S.O.. The S.O. pipeline for the current period is a modest \$1.6 million, less than 12 months current expenditure. Since the pipeline excludes accrued expenditure, the actual funds presently available for implementation is at critically low levels.

Proposed budget reductions in FY 1999 by Washington would reduce the requested \$1 million to \$750,000 or by 25%. This S.O., which has been the best performing but least resourced of the four S.O.s, virtually has no pipeline. USAID's ability to continue achieving outstanding results in this S.O. is now in jeopardy if funds are not restored. Full achievement

of S.O.#4 results is critical for Namibia's graduation.

**Future Funding scenario** described herein in Table 1, Annex of Part IV, averages out to the approved \$8 million per annum CSP level, but would front load the funding for the first five years (FYs 1999, 2000, 2001, 2002 and 2003) at \$10 million each. Funding levels for FYs 2004/2005 would be \$3 million each. The funding will include an amount of 11 million for endowment/foundation funding of which 1 million will be earmarked for the newly established Environmental Investment Fund (EIF) in FY 2000. This approach would enable us to accelerate our program objectives in preparation for phase out during the first three years of the phase out CSP with a gradual phase-over to endowments/foundations and would leave us with sustainability upon graduation in 2005. Endowment/foundation funding will be in the form of grants and split between the S.O.s as follows:

S.O.#1: A total of 5,000 for a training scholarship fund

S.O.#3: A total of 3,000 for EIF (Includes 1 million in FY 2000)\*

S.O.#4 A total of 3,000 for an NGO/civil society foundation

\*NOTE: Annex A of this section provides a detailed description of the proposed new S.O. #3 Results Package cover 5 years. Annex B outlines the proposed EIF program.

## **2. Prioritization of Objectives:**

The Management letter (Part III) approved in November 1997 acknowledged the commitment made by USAID to building and supporting African leadership in Namibia in the public, private, and the NGO sectors. It further states that the Africa Bureau will continue to support human resources as the core of our program strategy in Namibia. This Agency commitment is fully supportive of Namibian priorities as reflected in the NDP 1, the CSP, the CSP approval cable, last year's R4 and the current R4. HRD, difficult though it may be to achieve and to quantify, is what needs to be done in Namibia. Accordingly, the table shows that S.O.#1 is the top priority in our program.

As already noted in Part II, USAID is making a difference in overcoming Namibia's critical human resources shortages through interventions and three major Results Packages which provide non-formal adult education and skills development, NGO capacity building, long term degree programs and short-term managerial training programs. S.O. #1 is a stand-alone, commanding heights strategy to overcome Namibia's apartheid legacy. At the same time, in terms of the overall performance of the Mission Goal and program strategy, S.O.#1 is important in the short term in that it helps provide the human productive capacity that underpins progress in all four S.O.s.. The strengthening of civil society organizations and their advocacy capacity provides additional synergy throughout the portfolio, and these efforts are also largely dependent on S.O.#1 funding.

With respect to S.O.#2, USAID's involvement in basic education reflects a long term commitment to another key GRN priority, a priority which annually draws more than 25% of the total Government budget. Because of the high priority accorded both education and human resources development by the GRN and their close linkage with each other strategically, S.O.s #1 and #2 were combined as a single S.O. in the Mission's original CSP submission in February 1996. For technical reasons raised during the strategy review, Washington asked the Mission to separate basic education from adult related human resources development. Nevertheless, both remain the highest priorities in the USAID Namibia strategy. S.O.#4, with a relatively small investment of \$3 million to date and a planned future supplement of \$3 million, will support the completion of activities that improve accountability of Parliament *and* a new activity to strengthen the election process for the local and national elections planned in 1998 and 1999.

The results to date from this modest investment include direct input by citizens into three recent bills which have since become laws; establishment of standing committees where just a year ago none existed; public hearings being held in both houses of Parliament on regular basis; establishment of Parliamentary research, information and library services with staff trained to carry out these functions. As the newest addition to the portfolio, in terms of short term impact, S.O.#4 is among our highest performers. Its ranking in the table below under "importance of Objective to overall performance" places it behind S.O.#1 and S.O.#2 for the reasons stated above. In that respect, S.O.#4 is the logical next priority S.O. as it supports democratic development. Whereas S.O.s #1 and #3 support strengthening of capacity in local development NGOs which, in turn, strengthens advocacy capacity and increases "demand" for a participatory, transparent and accountable government, S.O.#4 focuses on opening up Parliamentary processes and creation of "lobbying" opportunities for Namibians to seek appropriate policies and an "enabling environment" for political and economic freedoms essential for this newly emerging democracy's graduation.

In preparing the ranking for the column "Order in which Objectives would be Eliminated", USAID had no other choice but to place S.O.#3 as the S.O. to be eliminated in the event of funding cuts. The Mission had to make this choice because our funding request for FY 99 is technically above the contract OYB (through the proposed average OYB, through graduation is within the contract OYB of \$8 million) and because future funding needed to make S.O.#3 viable has not been confirmed. (See discussion above, under section 1, Financing Plan, of this Part IV and under Part III, the Management Contract.) Identifying S.O.#3 as first under the category for elimination is being done the risk of losing this S.O. and likewise all of our prior investment. At the same time, S.O.#3 has performed in an excellent manner, as explained in Part II and above.

In terms of ranking for the "Performance of the Objectives" column, all of the S.O.s are performing "on track" in light of the critical assumptions articulated in the CSP, and all are being well managed for results despite the constraints identified in Part I of this R4 (Factors

Affecting Program Performance). **Relative** performance measurement, therefore, is exceedingly difficult, except for S.O. #3, which has exceeded performance expectations. The newest S.O.s (#1 and #4) have done well in their first two years of operation and have met performance expectations during the reporting period. However, because S.O.#1 encountered severe difficulties (see Part I, Constraints at the Strategic Objective Level), and achieved truly remarkable progress despite these, it is ranked second. S.O.#4, which has encountered the fewest difficulties, is ranked third.

IMPORTANCE OF OBJECTIVES TO OVERALL PERFORMANCE	ORDER IN WHICH OBJECTIVES WOULD BE ELIMINATED	PERFORMANCE OF OBJECTIVES	IMPORTANCE OF OBJECTIVES TO MPP
S.O. #1	S.O. #3	S.O. #3 Exceeded	S.O. #1: High
S.O. #2	S.O. #4	S.O. #1 Met	S.O. #2: High
S.O. #4	S.O. #2	S.O. #4 Met	S.O. #3: High
S.O. #3	S.O.#1	S.O. #2 Met	S.O. #4: High

### 3. Field Support, Title II, Title III and BHR

#### A. Linkage of field support:

USAID Namibia has two Results Packages under S.O.#1 which rely on field support through the Global Human Resources Development Assistance project and Advanced Training, Leadership And Skills (ATLAS). In FY 1998, USAID will phase out of the pilot management training activity being implemented under the global HRDA. Prior to phase out, USAID will complete the design and begin its bilateral HRD activity under S.O.#1 with initial funding of \$3 million. At least 1 million will be through a buy-in under the new Global Training for Development (GTD) training mechanism.

#### B. Title II, Title III and IDA:

USAID does not have a Title II and/or Title III program, although drought continues to be a cross cutting issue.

### 4. Workforce and Operating Expense Requirements:

USAID Namibia applauds the fiscal foresight of Agency senior management regarding the migration to budget-driven staffing levels as opposed to the previously Washington-mandated personnel ceilings of past years. Although straight-lining of the operating expense budget for the next two years would indubitably hinder the Mission's ability to consummate substantive

progress as set forth in each of the S.O.s, at least the aforementioned move toward Mission-directed staffing levels is a step in the right direction.

## **I. Workforce Levels**

Given USAID Namibia's unending struggle to efficiently operate within the confines of tight budgetary parameters, USAID Namibia recognizes the need to carefully manage its human resources. To that end, the Mission is in the process of contracting with a professional personnel classifier to review and (reclassify) FSN positions which have changed in recent years. An added benefit, of course, is the morale-boosting effect elicited by those FSN's who have gradually assumed additional responsibilities in recent years.

In order to more effectively manage the human resources contingent of the Mission, management has also chosen to pursue additional training for the FSN staff. Not only will this address the crucial need for cross-training in a Mission of this size, but it will provide the added benefit of maintaining morale despite the impending graduation date of the Mission.

### **(a) OE Workforce:**

Whereas the first inclination on the part of USAID Namibia was to hire more OE staff to tackle the enormous workload faced by the Mission, upon further reflection over an increasingly tight OE budget, it was decided that we cannot imprudently allow the resources other than those of personnel (i.e.--NXP, training, travel, etc.) to become the weak-link in the Mission's ability to effectively operate. That said, USAID Namibia will continue striving to contend with the current workload in an efficient manner with no anticipated increases in OE funded staffing for the next two years. This will, however, become increasingly difficult given our need to upgrade a number of areas within the Mission. USAID Namibia realizes with a Mission of this size, specificity and specialization within the various personnel positions is a luxury we cannot afford and have therefore decided to increasingly rely upon the cross-training of our employees. As it stands right now, we have a personnel officer who fills in during the absence of the systems administrator with the same systems administrator filling in for one of the drivers when needed. There are numerous other examples such as the foregoing which could be raised to illustrate the cold hard fact -- the OE workforce at USAID Namibia **cannot** be reduced any further.

### **(b) Program Workforce:**

The considerable progress made in the operating environment for S.O.#1 will allow the Mission to move toward the phase of full implementation during the forthcoming years. The two HRDA-related activities especially in need of management oversight, public and private sector management training, have in the past been overseen by a single FSN professional. In October 1997, however, this same FSN became the S.O.#1 team leader resulting in less direct



management of these two activities whilst the tempo of said activities has increased. Whether under Africare or another mechanism, private sector internships and short-term management training will continue to be central to the strategy and will, presumably, rise in volume. The GTD public sector management training mechanism conceived just ten short months ago has now reached the "full-production" stage of its life-cycle and will either cede to a new bilateral mechanism or be retained for a combination of public and private sector training. Most importantly, funds obligated under the SOAG and introduction of a new bilateral HRDA activity will permit the Mission to engage new implementation mechanisms that considerably upscale the level of activities in the coming phase. In light of the above, Mission management has decided that the requisite skills to best effect the aggressive goals as set forth by S.O.#1 are to be found in a USPSC. As such, the number of program-funded personnel will increase from nine in fiscal year 1998 to ten program-funded personnel in fiscal year 1999.

## **II. Operating Expenses**

Given the foregoing discussion of OE workforce numbers and the impossibility of reducing OE-funded staff any further, the Mission implores Agency management to very seriously reconsider its edict of straightlining the OE budget for the next two years. Inasmuch as Mission management appreciates the budgetary parameters within which the Agency is required to work, a straight-lining of the operating expenses in Namibia would gravely compromise the quality of support to the program and activities of USAID Namibia right when the stage has been set for graduation in the near future. Amidst an already difficult situation of looking for alternate ways to grapple with the inflationary implications of payroll and local procurement, the Mission is, at the same time, cognizant of the need to upgrade in several areas.

The most notable area requiring immediate attention and upgrade is that of the computer services division. While many Missions are currently being supported by second-generation pentium PC's and servers, this Mission is in the tough predicament of trying to effectively operate with older technology 486 PC's. This again, is the result of being forced to straight-line the already tight operating expense budget in years past. To consummate this upgrade, other areas such as [other] NXP procurement will be moderately sacrificed in the upcoming year. In part, this will be accomplished by undertaking an aggressive renovation program of various NXP items rather than the usual replacement upon termination of life cycle. Most notably, this will include the reupholstering and refurbishment of furniture items. And of course, the negated need to ship NXP items from the U.S. as in years past will effect additional cost-savings.

Another cost-savings measure to be implemented lies in the efficient reallocation of positions within the Executive Office. Due to the small size of USAID Namibia and its GSO complement, the Mission has had to almost entirely rely upon the services of outside vendors

to effect the reparations of the residences and the USAID offices, including the most inconsequential of repairs. Through a reallocation of duties within the Executive Office, we hope to free up what will essentially translate to a full-time handyman position capable of rendering at least the smaller of reparation services. Further efforts have been pursued to save money, including the conversion from dial-up e-mail capability (two hours per day) to a dedicated hook-up between the USAID Mission and the Embassy.

### **III. ICASS**

Another major area of concern is the process currently utilized for the certification of OE payments at USAID Namibia. Aside from being a somewhat convoluted and time-consuming process, we have not engendered a lot of good will between the Mission and local vendors, some of whom have refused to do further business with USAID due to an all too consistent pattern of late payments. Given the fact that our certification for payment process is managed by RCSA, the consequential time delays have proven inefficient and unacceptable. Because of this, USAID Namibia has negotiated with the Embassy under the ICASS funding mechanism to assume the local certification for OE payments. This will tremendously streamline the certification process resulting in more expedient and timely payment to the vendors. And although USAID Namibia's ICASS costs will rise, the cost to the Agency will not necessarily increase given RCSA's diminished manpower requirements. To that end, USAID Namibia anticipates a rise in ICASS costs of approximately \$8.5k (4th quarter receipt of certification services) for FY 1998, and an increase of \$35k and \$36.5k for fiscal years 1999 and 2000 respectively.

It should be noted that this was in fact the same quandary faced by the Embassy several years ago when their certification process was performed by the US Embassy Pretoria. US Embassy Windhoek staff very quickly surmised the problematic and time-consuming implications of this process and subsequently determined it most prudent to locally assume the certification for payment process.

### **Y2K Issues:**

USAID Namibia has eleven pieces of equipment ranging from fax-machines to the security door access system which have been tested and/or discussed with the appropriate vendors in order to ascertain the ramifications of the upcoming close of this century. That said, USAID Namibia is in good shape with all pieces of equipment passing their year 2000 tests or verified as year 2000 compatible by their respective vendors.

**Annex A**  
**Proposed Results Package for S.O.#3**  
**3/99 - 6/04**

**S.O.#3 Strategic Objective:** Increased benefits to Historically Disadvantage Namibians from sustainable local management of natural resources. (Approved S.O.)

**Anticipated results under proposed RP:**

1. Improved policy for the environmental landscape (3-5 new policies/legislation)
2. Conservancies formed (5-10 nationwide)
3. Increased benefits to conservancy members (10% increase person)
4. MET units fully operational (staffed and functioning)
5. Funding mechanisms in place for sustainability (EIF established)

**1. Background**

USAID/Namibia is currently in the process of designing a follow-on results package to the current Living in a Finite Environment (LIFE) program. LIFE began in 1993 and has a PACD of August, 1999; funds from the Regional Center for Southern Africa's Natural Resource Management Project (NRMP) support the LIFE efforts. The purpose of LIFE is to assist the Ministry of Environment and Tourism (MET) in the development of conservancies in place in selected target communal areas. Activities supported under LIFE included establishing appropriate policy, developing regulations for implementing the policy, assisting communities in selection of a representative management committee, developing a work plan and benefits distribution plan; and registering the conservancies with the MET. With the conservancy process in place and operational, USAID, the MET and implementing partners now want to expand the CBNRM program national-wide in order that conservancies can become a reality in all areas of the country.

**2. The Design Process**

The design of a follow-on results package is based on several phases. First, an evaluation of the LIFE project will be undertaken in March, 1998. Lessons learned, successes and constraints from LIFE I will be extracted from the evaluation. Conservancy development was found to be different in all the target areas, based on the natural resources available, the local leadership and the social-cultural context. Therefore, it is not expected that the conservancy "models" developed to date will be replicated nationwide. However, strategic components of conservancy development will be identified and fully integrated into the follow-on effort. It is anticipated that established conservancies will be directly involved in the sharing of experiences and lessons learned thus streamlining the conservancy development process.

A second phase on which to base the follow-on design will entail a CBNRM sector

assessment. This will be accomplished in order to determine the potential expansion of CBNRM in Namibia and to identify broad environmental issues that may need to be components of a new RP. From a broad picture of possibilities and opportunities, a concept paper will be developed by the end of April to narrow the potential options of impact within the Mission's manageable interest.

Therefore, the major purpose of the follow-on design (hereafter designated as LIFE II) will be to assist the Ministry and its partners in setting up a nationwide CBNRM program. It is anticipated that LIFE II will commence o/a April, 1999 to allow 6 months of overlap with LIFE I so that no services to the communities are lost or interrupted.

### **3. Basic Premises**

A major premise of LIFE II is that it will promote activities based in rural development and conservation of Namibia's fragile eco-system - and in many cases a potential improvement of the environmental landscape is expected. Any activity supported by USAID will need to meet both criteria. A second important premise is that the national CBNRM effort will be African led and client orientated thus ensuring sustainability of program efforts. Much has been accomplished during the pilot efforts in LIFE I, but continuation of the momentum for an improved environment and a national community based NRM program will be spearheaded by the MET.

The underpinning assumption for LIFE II remains the same as LIFE I: if communities learn how to manage their natural resources so that they derive benefits from them, they will continue to manage their natural resources on a sustainable basis.

### **4. Major Themes**

There are four themes that will be integrated into the LIFE II design. These themes are discussed briefly below:

#### Theme 1: Policy Enrichment

During LIFE I, the necessary legislation was passed to allow Conservancy formation and the legal entity of Management Committees. This legislation along with other Ministerial policies have fostered a favorable policy environment for CBNRM. However, other policies are needed to secure positive impacts on community control over and management of local natural resources and the land within a conservancy's boundaries. Several policies are being considered:

1. The MET needs to re-proclaim selected game reserves where status is unclear. This action was a high priority for the MET during the past year, until a change of the

- Minister delayed the process. Implementation is expected once the new Minister is briefed on the need for such action.
2. The Parks and Neighbors policy, currently in the MET also needs to be completed. This policy will describe the rights and responsibilities of people living in and around parks.
  3. Of utmost importance, although out of the direct control of MET, is the pending Land policy, currently in debate in Parliament. The Land Policy is critical in supporting the current Conservancy legislation. Therefore, additional educational and monitoring activities may need to occur to ensure that members of Parliament understand the consequences of the Land Policy on Conservancy development.
  4. A related policy, the Range Policy will also have implications for conservancy development. The MET will keep a close eye on this policy as it is being developed in the Ministry of Agriculture and Water and Rural Development.
  5. Discussion have been held regarding a general environmental policy for Namibia, which has been approved by the MET, and now needs to go forward to the Parliament. This environmental policy will contain an “Action Plan” that outlines how Namibia will implement environmentally sound activities under the environmental policy.

These pending and proposed policies will further enhance the political environment for the sustainability of any of USAID's support in the area of environment and natural resource management. Support under LIFE II for continuing to improve the policy environment is a critical component for conservancies to be successful and sustainable.

## Theme 2: Conservancy Development

Consistent with the LIFE I activities, conservancy development will be the hub of activities under LIFE II. A streamlining of approaches, based on lessons learned from LIFE I, will be used to assist communities throughout Namibia to set up conservancies. Conservancies have the basic premise of local leadership and empowerment for making local decisions. The major components of conservancy development will remain: social-economic surveys; inventory of the resource base; inputs to implementing NGOs; broadening the NGOs support base; TA support; and partnerships with the private sector. There will be increased efforts for community based training in local leadership, financial management, and entrepreneurial skills. All conservancies will be encouraged to diversify their base on which they construct a conservancy strategy - building in safety nets for high risk activities, such as drought and other natural disasters which may threaten their natural resource base.

### Theme 3: Institutional Strengthening for Sustainability

LIFE II efforts will focus on assisting the MET in developing support for sustainable management of CBNRM. The Human Resource Development (HRD) Unit in MET is currently in the beginning stages of implementation. Further support to this unit to ensure its ability to deliver quality and relevant training to the MET staff and to ensure posts are filled with qualified staff is vital to the sustainability of CBNRM. In addition, the MET has announced their intent to establish a CBNRM unit. Additional support will be needed to assist the MET in getting this up and running within the next few years. Additional GRN funding for MET will also be needed.

A need for significantly improved inter-ministerial coordination could be addressed in a projected “National Council for Environment”, or an alternative coordinating mechanism which should be established at the level of the Prime Minister. This council can oversee all environmental issues and ensure that an Environmental Action Plan is implemented. To be effective, the council will need to build a constituency for valuing the fragile bio-diversity of Namibia and for monitoring important environmental issues.

Expansion of the support base for CBNRM will be encouraged through the broadening of implementing NGOs and CBOs that work in rural development throughout the country. Relevant training in environmental conservation will be provided to NGOs and CBOs so that they can participate in partnership with the MET and provide a conduit for spreading information to local communities. Developing capacity at the University of Namibia for the integration of CBNRM into the curriculum and for supporting CBNRM related research will also be a priority for LIFE II.

Efforts are also needed in building constituencies at regional units throughout the country. In many areas, regional inter-ministerial coordination will be critical to ensure the success of conservancies. A model of inter-ministerial coordination is in place in the Kunene region which can provide lessons learned for other areas. If decentralization occurs within the next 5 years as some politicians are predicting, USAID will need to consider these ramifications in relationship to conservancy development.

### Theme 4: Community Based Tourism

Established under LIFE I, Community Based Tourism (CBT) will expand under LIFE II to take advantage of the growing eco-tourism industry. Training in skills and management will be continued in order to meet the needs of new enterprises. Developing links to the formal tourism sector, guarded by savvy businessmen, will be a challenge in LIFE II.

## **5. Funding Mechanisms for Sustainability**

During LIFE I, USAID has initiated an effort to set up an Environmental Investment Fund (EIF), based on endowments. Further support is anticipated for this sustainable funding mechanism, where donors, private sector and interests groups can endow their funds for continued support to environmental activities. As a part of this effort, USAID will need to identify forces supporting environment and conservation at the national, regional and international levels, including sources within the Agency itself. Investing small amounts of money from a variety of sources has the potential of providing support funds for conservancy development over 20-30 years (or in perpetuity).

Donor coordination is also important. During LIFE I, 20 donors and institutions provided over \$ 4 million of support to the CBNRM program. Improved donor coordination is important to enhance the opportunities of scarce donor funds.

## **6. Summary**

In summary, the LIFE Evaluation Team will consider the important issues raised during an extensive review of the LIFE I program and the CBNRM Assessment. Based on lessons learned and issues raised, the Design Team will incorporate these ideas into a results package that will, in 5 years, assist in the development of a sustainable CBNRM program in Namibia. A new results package will build on past achievements, streamlining the conservancy development process and broaden and strengthen a sustainable institutional support base: from the MET, NGOs and innovative funding mechanisms.

## **Annex B**

### **Environmental Investment Fund (EIF)**

The Environmental Investment Fund initiative (EIF) led by the Directorate of Environmental Affairs is funded by USAID through the PD&S funding mechanism. The purpose of the Environmental Investment fund is to raise financial resources for direct investment in environmental protection and natural resource management activities and in projects which support the economic development of Namibia. In line with its constitution, Namibia endeavors to implement policies that enhance and protect the country's fragile environment. Apart from being a fund for financing "conservation activities", EIF will pursue a broader investment portfolio by providing economic opportunities and a stake in the use of natural resources to the poorest sectors of the society. The ultimate objective is to improve the economic well being of this poorest sector and thus minimize their pursuing activities that degrade Namibia's fragile environment and waste its natural resources.

The EIF will invest in projects and activities which support the national development strategy of the Government of the Republic of Namibia (GRN) but for which the GRN is unable or unwilling to provide at the moment. Poverty alleviation is one of the targets of the national development strategy. Poverty is in itself directly linked to inaccessibility to ownership of and access to natural resources. The EIF is not the panacea for this larger societal problem. It will however play an important role in assisting the society to protect its natural resource base while providing economic development.

More specifically, the purpose of the fund is to support the following activities or projects:

- a) Conservation, protection and management of natural resources;
- b) Conservation of biological diversity and maintenance of ecosystems;
- c) Economic improvements in the use of natural resources for the benefit of its users especially those whose livelihood depends directly upon this use;
- d) Development and promotion of diversified sustainable rural development;
- e) Training and education of Namibians in sustainable economic development as it relates to use of natural resources;
- f) Promotion of public awareness of the environment and environmental issue;
- g) Development and implementation of environment policies and strategies;
- h) Improving and broadening the knowledge base of Namibia's environmental resources;
- i) The production, monitoring, management, use and sharing of environmental information;
- j) Any other project or activity whose purpose relates to or promotes the principal objective of the fund and which the Board may approve.

Grants, loans, bursaries and scholarships will be awarded to individuals, governmental and private sector organizations, non-governmental organizations (NGOs) and community-based



organizations(CBOs) for activities and projects approved by the board of directors. Individuals, governmental agencies, NGOs and CBO's will be able to apply for financial assistance from the EIF. In setting up the criteria for the award of financial benefits, the Board of Directors of the EIF will give priority to those members of the society who have been particularly disadvantaged for whatever reasons. EIF will become functional once approved by an Act of Parliament.

Currently Steps are being taken to establish the working mechanisms for the fund and for gaining support for EIF legislation. A successful orientation workshop was held in 1997, with over 30 participants representing Ministries of Lands, Resettlement and Rehabilitation; Agriculture, Water and Rural Development; Finance as well as the Tourism Board; donors; and several members of the press. The participants endorsed the principles of the EIF and encouraged its establishment. Another workshop held on the February 12, 1998 discussed issues related to a draft act to establish the EIF and examined the revenue generation mechanisms that will fund EIF. The workshop was also attended by individuals from the public and private sectors as well as representatives from non-governmental and community based organizations. With the initial phases of the effort completed, it appears that there is firm support from several Ministries for developing legislation to support such a fund. Although this policy was not anticipated a year ago, it can now be added to the list of potential policies that support CBNRM.

**Notes:**

The envisaged EIF will provide economic benefits to ordinary Namibians and invest in projects and activities that protect the fragile environment and natural resources. Namibia has joined the growing number of countries that have taken bold and imaginative steps to protect their natural resources. Several of these countries have over the past decade established what is generally referred to as an Environmental Trust Funds. The DEA has, over the past four years, been laying the groundwork for the establishment of an environmental trust fund in Namibia. He said Namibia in line with its constitution, endeavors to implement policies that enhance and protect the country's fragile environment. He noted that the EIF is one mechanism for achieving the country's goal and policies and will continue to work towards its establishment and implementation. The EIF and its benefits will be primarily distributed to those individuals, organizations and institutions who subscribe to or participate in activities that promote or enhance its objectives.

This is because EIF is an important mechanism that will assist the national development process in the areas of environmental protection management of natural resources the maintenance of ecological processes and preservation of biologic diversity in Namibia.

**TABLE 1: Future funding projections (2001 - 2005)**

USAID/NAMIBIA

Strategic Objective	2001OYB		2002 OYB		2003 OYB		2004 OYB		2005 OYB	
	Program mortgage	Endowment/ Foundations	Program mortgage	Endowment/ Foundations	Program mortgage	Endowment/ Foundations	Program mortgage	Endowment/ Foundations	Program mortgage	Endowment/ Foundations
S.O.#1: Enhanced roles for HDNs in key public sector, NGOs and private sector organizations	4,000		3,000	1,000	144	3,000		1,000		
S.O.#2: Improved delivery of quality primary education to Namibian learners.	2,800		3,000		2,220					
S.O.#3: Increased benefits to HDNs from sustainable local management of natural resources	1,000	1,000	2,000		2,200		2,000			1,000
S.O.#4: Increased Accountability of Parliament to all Namibian citizens	1,200		1,000		1,436	1,000				2,000
	9,000	1,000	9,000	1,000	6,000	4,000	2,000	1,000	0	3,000
ANNUAL TOTALS	10,000		10,000		10,000		3,000		3,000	

## USAID FY 2000 BUDGET REQUEST BY PROGRAM/COUNTRY

12-Aug-98  
11:36 AMCountry/Program:  
Scenario: Base Level

S.O. # , Title		Est. SO Pipeline End of FY 99	Estimated Total	FY 2000														Future Cost (POST 2000)	Year of Final Oblig.
				Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 00	Est. Total Cost life of SO				
SO 1: Enhanced roles for historically disadvantaged Namibians in key public sector, NGO and private sector organizations																			
	Bilateral	3,800	3,200			3,200								3,700	36,500	10,944	2,004		
	Field Spt		800			800								800	9,100	1,200			
	Total	3,800	4,000	0		4,000	0	0		0	0	0	0	4,500	45,600	12,144			
SO2:Improved delivery of quality primary Education to Namibian learners in Grade 1 - 4 in the most disadvantaged Schools																			
	Bilateral	6,404	2,400	2,400										3,200	33,200	8,020	2,003		
	Field Spt		0																
	Total	6,404	2,400	2,400		0	0	0		0	0	0	0			8,020			
SO 3: Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local management of Natural Resources																			
	Bilateral	1,000	2,000									2,000		2,000	14,920	9,200	2,005		
	Field Spt		0													0			
	Total	1,000	2,000	0		0	0	0		0	0	2,000	0			9,200			
SO 4: Increased Accountability of Parliament to All Namibian Citizens																			
	Bilateral	650	1,600									0	1,600	1,300	13,636	6,636	2,004		
	Field Spt		0																
	Total	650	1,600	0		0	0	0		0	0	0	1,600			6,636			
	Bilateral		0													0	XX		
	Field Spt		0																
	Total	0	0	0		0	0	0		0	0	0	0			0			
	Bilateral		0													0	XX		
	Field Spt		0																
	Total	0	0	0		0	0	0		0	0	0	0			0			
	Bilateral		0																
	Field Spt		0																
	Total	0	0	0		0	0	0		0	0	0	0						
	Bilateral		0																
	Field Spt		0																
	Total	0	0	0		0	0	0		0	0	0	0			0			
Total Bilateral		11,854	9,200	2,400		3,200	0	0		0	0	2,000	1,600						
Total Field Support		0	800	0		800	0	0		0	0	0	0						
TOTAL PROGRAM		11,854	10,000	2,400		4,000	0	0		0	0	2,000	1,600			36,000			

<b>FY 2000 Request Sector Totals -- DA</b>		
Econ Growth		6,400
[Of which Microenterpris		0]
HCD		2,400
PHN		0
Environment		2,000
[Of which Biodiversity]		0]
Democracy		1,600
Humanitarian		0

<b>FY 2000 Request Sector Totals -- ESF</b>		
Econ Growth		6,400
[Of which Microenterprise		0]
HCD		2,400
PHN		0
Environment		2,000
[Of which Biodiversity]		0]
Democracy		1,600
Humanitarian		0

FY 2001 Target Program Level	10,000
FY 2002 Target Program Level	10,000
FY 2003 Target Program Level	10,000

Program Funding

USAID FY 1999 Budget Request by Program/Country

12-Aug-98  
11:36 AM

Country/Program:  
Scenario: Base Level

S.O. # , Title	FY 1999																Future Cost (POST 2000)	Year of Final Oblig.	
	Approp. Acct	Bilateral/Fi eld Support	Est. SO Pipeline End of FY 98	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 99	Est. Total Cost life of SO			
SO 1: Enhaced roles for historically disadvantaged Namibians in key public sector, NGO and private sector organizations																			
	Bilateral	3,990	3,300			3,300									3,490	36,500	10,944	2,004	
	Field Spt		600			600									600	9,100	1,200		
	Total	3,990	3,900	0		3,900	0	0		0	0	0	0	0	4,090	45,600	12,144		
SO 2: Improved delivery of Quality Primary Education to Namibian learners in grade 1 - 4 in the most disadvantaged schools																			
	Bilateral	7,804	2,000	2,000											3,400	33,200	8,020	2,003	
	Field Spt		0																
	Total	7,804	2,000	2,000		0	0	0		0	0	0	0	0			8,020		
SO 3: Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local management of Natural Resources																			
	Bilateral	0	2,000										2,000		1,000	14,920	9,200	2,005	
	Field Spt	0	0												2,383		0		
	Total	0	2,000	0		0	0	0		0	0	2,000	0	3,383			9,200		
SO 4: Increased Accountability of Parliament to All Namibian Citizens																			
	Bilateral	1,065	750										0	750	1,165	13,636	6,636	2,004	
	Field Spt		0																
	Total	1,065	750	0		0	0	0		0	0	0	750				6,636		
	Bilateral		0														0	XX	
	Field Spt		0														0		
	Total	0	0	0		0	0	0		0	0	0	0	0			0		
	Bilateral		0														0	XX	
	Field Spt		0																
	Total	0	0	0		0	0	0		0	0	0	0	0			0		
	Bilateral		0																
	Field Spt		0																
	Total	0	0	0		0	0	0		0	0	0	0	0			0		
	Bilateral		0																
	Field Spt		0																
	Total	0	0	0		0	0	0		0	0	0	0	0			0		
Total Bilateral		12,859	8,050	2,000		3,300	0	0		0	0	2,000	750						
Total Field Support		0	600	0		600	0	0		0	0	0	0						
TOTAL PROGRAM		12,859	8,650	2,000		3,900	0	0		0	0	2,000	750				36,000		

<b>FY 1999 Request Sector Totals -- DA</b>		
Econ Growth	5,900	
[Of which Microenterpris		
HCD	2,000	
PHN	0	
Environment	2,000	
[Of which Biodiversity]		
Democracy	750	
Humanitarian	0	

<b>FY 1999 Request Sector Totals -- ESF</b>		
Econ Growth	0	
[Of which Microenterprise		
HCD	0	
PHN	0	
Environment	0	
[Of which Biodiversity]		
Democracy	0	
Humanitarian	0	

FY 2001 Target Program Level	10,000
FY 2002 Target Program Level	10,000
FY 2003 Target Program Level	10,000

Program Funding

USAID FY 1998 Budget Request by Program/Country

12-Aug-98  
11:36 AM

Country/Program:  
Scenario: Base Level

S.O. # , Title	FY 1998																Future Cost (POST 2000)	Year of Final Oblig.
	Approp. Acct	Bilateral/Fi eld Support	Est. SO Pipeline End of FY 97	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 98	Est. Total Cost life of SO		
SO 1: Enhanced roles for historically disadvantaged Namibians in key public sector, NGO and private sector organizations																		
	Bilateral	4,243	3,000			3,000									3,253	36,500	10,944	2,004
	Field Spt		1,000			1,000									1,000	9,100	1,200	
	Total	4,243	4,000		0	4,000		0	0	0	0	0	0	0	4,253	45,600	12,144	
SO 2: Improved delivery of Quality Primary Education to Namibian learners in grade 1 - 4 in the most disadvantaged schools																		
	Bilateral	10,055	2,800	2,800											4,851	33,200	8,020	2,003
	Field Spt		0															
	Total	10,055	2,800	2,800		0		0	0	0	0	0	0	0			8,020	
SO 3: Increased benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources																		
	Bilateral	154	0												154	14,920	9,200	2,005
	Field Spt		0														0	
	Total	154	0		0	0		0	0	0	0	0	0	0	154		9,200	
SO 4: Increased Accountability of Parliament to All Namibian Citizens																		
	Bilateral	1,671	1,200										0	1,200	1,806	13,636	6,636	2,004
	Field Spt		0															
	Total	1,671	1,200		0	0		0	0	0	0	0	0	1,200			6,636	
	Bilateral		0														0	XX
	Field Spt		0														0	
	Total	0	0		0	0		0	0	0	0	0	0	0			0	
	Bilateral		0														0	XX
	Field Spt		0														0	
	Total	0	0		0	0		0	0	0	0	0	0	0			0	
	Bilateral		0															
	Field Spt		0															
	Total	0	0		0	0		0	0	0	0	0	0	0			0	
	Bilateral		0															
	Field Spt		0															
	Total	0	0		0	0		0	0	0	0	0	0	0			0	
Total Bilateral		16,123	7,000	2,800		3,000		0	0		0	0	0	1,200				
Total Field Support		0	1,000	0		1,000		0	0		0	0	0	0				
TOTAL PROGRAM		16,123	8,000	2,800		4,000		0	0		0	0	0	1,200			36,000	

<b>FY 1998 Request Sector Totals -- DA</b>		
Econ Growth		6,800
[Of which Microenterpris		0]
HCD		2,800
PHN		0
Environment		0
[Of which Biodiversity]		0]
Democracy		1,200
Humanitarian		0

<b>FY 1998 Request Sector Totals -- ESF</b>		
Econ Growth		0
[Of which Microenterprise		0]
HCD		0
PHN		0
Environment		0
[Of which Biodiversity]		0]
Democracy		0
Humanitarian		0

FY 2001 Target Program Level	10,000
FY 2002 Target Program Level	10,000
FY 2003 Target Program Level	10,000

# GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				F Y 1 9 9 8		F Y 1 9 9 9		F Y 2 0 0 0	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
S.O. 1: Enhanced roles for historically disadvantaged Namibians in key public sector, NGOs and private sector organizations	698-0463.73 African Training for Leadership and Advanced Skills	Medium	8 Years (1993-2000)	0	1000	0	600	0	800
<b>GRAND TOTAL.....</b>					1000		600	0	800

\*For Priorities use high, medium-high, medium, medium-low, low

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Country/Program: NAMIBIA

Workforce

USAID Namibia FY 1998 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	0.5	0.5	0.5	0.5	0	0	0	2	1	0	1	0	0	1	3	5
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program	0	1	1	1	0	0	0	3	0	0	0	0	0	0	0	3
FSN/TCN Direct Hire:																
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Non-Direct Hire:																
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	1	3	11	0	0	3	18	18
Program	3.5	1	1	0.5	0	0	0	6	0	0	0	0	0	0	0	6
Total Staff Levels	4	2.5	2.5	2	0	0	0	11	2	4	12	0	0	4	22	33
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

1/ Excluding TAACS and Fellows

Workforce

USAID Namibia FY 1999 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	0.5	0.5	0.5	0.5	0	0	0	2	1	0	1	0	0	1	3	5
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program	1	1	1	1	0	0	0	4	0	0	0	0	0	0	0	4
FSN/TCN Direct Hire:																
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Non-Direct Hire:																
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	1	3	11	0	0	3	18	18
Program	3	1	1	1	0	0	0	6	0	0	0	0	0	0	0	6
Total Staff Levels	4.5	2.5	2.5	2.5	0	0	0	12	2	4	12	0	0	4	22	34
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

1/ Excluding TAACS and Fellows



Workforce

USAID Namibia FY 2000 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	0.5	0.5	0.5	0.5	0	0	0	2	1	0	1	0	0	1	3	5
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program	1	1	1	1	0	0	0	4	0	0	0	0	0	0	0	4
FSN/TCN Direct Hire:																
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Non-Direct Hire:																
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	1	3	11	0	0	3	18	18
Program	3	1	1	1	0	0	0	6	0	0	0	0	0	0	0	6
Total Staff Levels	4.5	2.5	2.5	2.5	0	0	0	12	2	4	12	0	0	4	22	34
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

1/ Excluding TAACS and Fellows

Workforce

USAID Namibia FY 2001 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	0.5	0.5	0.5	0.5	0	0	0	2	1	0	1	0	0	1	3	5
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program	1	1	1	1	0	0	0	4	0	0	0	0	0	0	0	4
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	1	3	11	0	0	3	18	18
Program	3	1	1	1	0	0	0	6	0	0	0	0	0	0	0	6
Total Staff Levels	4.5	2.5	2.5	2.5	0	0	0	12	2	4	12	0	0	4	22	34
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

1/ Excluding TAACS and Fellows

USAID Namibia Summary On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
FY 1998:																
U.S. Direct Hire	0.5	0.5	0.5	0.5	0	0	0	2	1	0	1	0	0	1	3	5
OE Internationally Recr	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
OE Locally Recruited	0	0	0	0	0	0	0	0	1	3	11	0	0	3	18	18
Total OE Funded Staf	0.5	0.5	0.5	0.5	0	0	0	2	2	4	12	0	0	4	22	24
Program Funded	3.5	2	2	1.5	0	0	0	9	0	0	0	0	0	0	0	9
Total FY 1998	4	2.5	2.5	2	0	0	0	11	2	4	12	0	0	4	22	33

FY 1999 Target:																
U.S. Direct Hire	0.5	0.5	0.5	0.5	0	0	0	2	1	0	1	0	0	1	3	5
OE Internationally Recr	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
OE Locally Recruited	0	0	0	0	0	0	0	0	1	3	11	0	0	3	18	18
Total OE Funded Staf	0.5	0.5	0.5	0.5	0	0	0	2	2	4	12	0	0	4	22	24
Program Funded	4	2	2	2	0	0	0	10	0	0	0	0	0	0	0	10
Total FY 1999 Target	4.5	2.5	2.5	2.5	0	0	0	12	2	4	12	0	0	4	22	34

FY 1999 Request:																
U.S. Direct Hire	0.5	0.5	0.5	0.5	0	0	0	2	1	0	1	0	0	1	3	5
OE Internationally Recr	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
OE Locally Recruited	0	0	0	0	0	0	0	0	1	3	11	0	0	3	18	18
Total OE Funded Staf	0.5	0.5	0.5	0.5	0	0	0	2	2	4	12	0	0	4	22	24
Program Funded	4	2	2	2	0	0	0	10	0	0	0	0	0	0	0	10
Total FY 1999 Request	4.5	2.5	2.5	2.5	0	0	0	12	2	4	12	0	0	4	22	34

FY 2000 Target:																
U.S. Direct Hire	0.5	0.5	0.5	0.5	0	0	0	2	1	0	1	0	0	1	3	5
OE Internationally Recr	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
OE Locally Recruited	0	0	0	0	0	0	0	0	1	3	11	0	0	3	18	18
Total OE Funded Staf	0.5	0.5	0.5	0.5	0	0	0	2	2	4	12	0	0	4	22	24
Program Funded	4	2	2	2	0	0	0	10	0	0	0	0	0	0	0	10
Total FY 2000 Target	4.5	2.5	2.5	2.5	0	0	0	12	2	4	12	0	0	4	22	34

Workforce

FY 2000 Request:																
U.S. Direct Hire	0.5	0.5	0.5	0.5	0	0	0	2	1	0	1	0	0	1	3	5
OE Internationally Recr	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
OE Locally Recruited	0	0	0	0	0	0	0	0	1	3	11	0	0	3	18	18
Total OE Funded Staff	0.5	0.5	0.5	0.5	0	0	0	2	2	4	12	0	0	4	22	24
Program Funded	4	2	2	2	0	0	0	10	0	0	0	0	0	0	0	10
Total FY 2000 Request	4.5	2.5	2.5	2.5	0	0	0	12	2	4	12	0	0	4	22	34

FY 2001 Estimate:																
U.S. Direct Hire	0.5	0.5	0.5	0.5	0	0	0	2	1	0	1	0	0	1	3	5
OE Internationally Recr	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1
OE Locally Recruited	0	0	0	0	0	0	0	0	1	3	11	0	0	3	18	18
Total OE Funded Staff	0.5	0.5	0.5	0.5	0	0	0	2	2	4	12	0	0	4	22	24
Program Funded	4	2	2	2	0	0	0	10	0	0	0	0	0	0	0	10
Total FY 2000 Target	4.5	2.5	2.5	2.5	0	0	0	12	2	4	12	0	0	4	22	34

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USAID Namibia

USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 98	NO. OF USDH EMPLOYEES IN BACKSTOP FY 99	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001
01SMG	1	1	1	1
02 Program Off.	1	1	1	1
03 EXO	1	1	1	1
04 Controller				
05/06/07 Secretary				
10 Agriculture.				
11Economics				
12 GDO	2	2	2	2
12 Democracy				
14 Rural Dev.				
15 Food for Peace				
21 Private Ent.				
25 Engineering				
40 Environ				
50 Health/Pop.				
60 Education				
75 Physical Sci.				
85 Legal				
92 Commodity Mgt				
93 Contract Mgt				
94 PDO				
95 IDI				
Other*				
TOTAL	5	5	5	5

\*please list occupations covered by other if there are any

Cost of Controller Operations

Org. Title: USAID/NAMIBIA															
Overseas Mission Budgets															
Org. No: 673				FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target		
OC				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Overseas Mission Budgets															
Org. No: 673				FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target		
OC				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

Cost of Controller Operations

Org. Title: USAID/NAMIBIA		Overseas Mission Budgets														
Org. No: 673		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FND	37.2		37.2	41.5		41.5	41.5		41.5	46.2		46.2	46.2		46.2
	Subtotal OC 11.1	37.2	0.0	37.2	41.5	0.0	41.5	41.5	0.0	41.5	46.2	0.0	46.2	46.2	0.0	46.2
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0.0			0.0			0.0			0.0			0.0
11.8	FN PSC Salaries	56.0		56.0	62.2		62.2	62.2		62.2	69.0		69.0	69.0		69.0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	56.0	0.0	56.0	62.2	0.0	62.2	62.2	0.0	62.2	69.0	0.0	69.0	69.0	0.0	69.0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	3.0		3.0	3.3		3.3	3.3		3.3	4.0		4.0	4.0		4.0
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances			0.0			0.0			0.0			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0			0.0			0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FNDH			0.0			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits	3.3		3.3	3.7		3.7	3.7		3.7	4.2		4.2	4.2		4.2
12.1	US PSC Benefits			0.0			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FN PSC			0.0			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits	4.7		4.7	5.3		5.3	5.3		5.3	6.0		6.0	6.0		6.0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	11.0	0.0	11.0	12.3	0.0	12.3	12.3	0.0	12.3	14.2	0.0	14.2	14.2	0.0	14.2
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

Cost of Controller Operations

Org. Title: USAID/NAMIBIA		Overseas Mission Budgets														
Org. No: 673		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0			0.0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	7.0		7.0	6.5		6.5	6.5		6.5	8.0		8.0	8.0		8.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0.0			0.0			0.0			0.0			0.0
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0			0.0
21.0	Home Leave Travel			0.0			0.0			0.0			0.0			0.0
21.0	R & R Travel	3.9		3.9	4.3		4.3	4.3		4.3	0.0		0.0	0.0		0.0
21.0	Education Travel			0.0			0.0			0.0			0.0			0.0
21.0	Evacuation Travel			0.0			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0.0			0.0			0.0			0.0			0.0
21.0	Site Visits - Mission Personnel	0.7		0.7	0.7		0.7	0.7		0.7	0.9		0.9	0.9		0.9
21.0	Conferences/Seminars/Meetings/Retreats	1.2		1.2	1.3		1.3	1.3		1.3	1.4		1.4	1.4		1.4
21.0	Assessment Travel			0.0			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0			0.0
21.0	Other Operational Travel	1.2		1.2	1.1		1.1	1.1		1.1	1.2		1.2	1.2		1.2
	Subtotal OC 21.0	14.0	0.0	14.0	13.9	0.0	13.9	13.9	0.0	13.9	11.5	0.0	11.5	11.5	0.0	11.5
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0.0			0.0			0.0			0.0			0.0
22.0	Home Leave Freight			0.0			0.0			0.0			0.0			0.0
22.0	Retirement Freight			0.0			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.	1.7		1.7	0.9		0.9	0.9		0.9	0.6		0.6	0.6		0.6
22.0	Transportation/Freight for Res. Furniture/Equip.			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 22.0	1.7	0.0	1.7	0.9	0.0	0.9	0.9	0.0	0.9	0.6	0.0	0.6	0.6	0.0	0.6
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	6.8		6.8	7.6		7.6	7.6		7.6	8.6		8.6	8.6		8.6

Cost of Controller Operations

Org. Title: USAID/NAMIBIA Org. No: 673 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
23.2	Rental Payments to Others - Warehouse Space	0.4		0.4	0.5		0.5	0.5		0.5	0.6		0.6	0.6		0.6
23.2	Rental Payments to Others - Residences	12.2		12.2	14.1		14.1	14.1		14.1	16.2		16.2	16.2		16.2
	Subtotal OC 23.2	19.4	0.0	19.4	22.2	0.0	22.2	22.2	0.0	22.2	25.4	0.0	25.4	25.4	0.0	25.4
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	1.0		1.0	1.2		1.2	1.2		1.2	1.4		1.4	1.4		1.4
23.3	Residential Utilities	2.2		2.2	2.5		2.5	2.5		2.5	2.9		2.9	2.9		2.9
23.3	Telephone Costs	3.0		3.0	3.5		3.5	3.5		3.5	4.0		4.0	4.0		4.0
23.3	ADP Software Leases			0.0			0.0			0.0			0.0			0.0
23.3	ADP Hardware Lease			0.0			0.0			0.0			0.0			0.0
23.3	Commercial Time Sharing			0.0			0.0			0.0			0.0			0.0
23.3	Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0			0.0
23.3	Other Mail Service Costs			0.0			0.0			0.0			0.0			0.0
23.3	Courier Services	0.5		0.5	0.6		0.6	0.6		0.6	0.7		0.7	0.7		0.7
	Subtotal OC 23.3	6.7	0.0	6.7	7.8	0.0	7.8	7.8	0.0	7.8	9.0	0.0	9.0	9.0	0.0	9.0
24.0	Printing and Reproduction			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0			0.0
25.1	Management & Professional Support Services			0.0			0.0			0.0			0.0			0.0
25.1	Engineering & Technical Services			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	0.5		0.5	0.5		0.5	0.5		0.5	0.6		0.6	0.6		0.6
25.2	Residential Security Guard Services	0.3		0.3	0.4		0.4	0.4		0.4	0.5		0.5	0.5		0.5
25.2	Official Residential Expenses			0.0			0.0			0.0			0.0			0.0
25.2	Representation Allowances			0.0			0.0			0.0			0.0			0.0
25.2	Non-Federal Audits			0.0			0.0			0.0			0.0			0.0
25.2	Grievances/Investigations			0.0			0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0			0.0
25.2	Vehicle Rental			0.0			0.0			0.0			0.0			0.0
25.2	Manpower Contracts			0.0			0.0			0.0			0.0			0.0
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0			0.0
25.2	Recruiting activities			0.0			0.0			0.0			0.0			0.0
25.2	Penalty Interest Payments			0.0			0.0			0.0			0.0			0.0
25.2	Other Miscellaneous Services	0.5		0.5	0.6		0.6	0.6		0.6	0.7		0.7	0.7		0.7

Cost of Controller Operations

Org. Title: USAID/NAMIBIA Org. No: 673 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.2	Staff training contracts	1.1		1.1	1.2		1.2	1.2		1.2	1.4		1.4	1.4		1.4
25.2	ADP related contracts	1.0		1.0	1.9		1.9	1.9		1.9	2.0		2.0	2.0		2.0
	Subtotal OC 25.2	3.4	0.0	3.4	4.6	0.0	4.6	4.6	0.0	4.6	5.2	0.0	5.2	5.2	0.0	5.2
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	10.5		10.5	14.0		14.0	14.0		14.0	14.4		14.4	14.4		14.4
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	10.5	0.0	10.5	14.0	0.0	14.0	14.0	0.0	14.0	14.4	0.0	14.4	14.4	0.0	14.4
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	0.2		0.2	0.2		0.2	0.2		0.2	0.3		0.3	0.3		0.3
25.4	Residential Building Maintenance	2.2		2.2	2.6		2.6	2.6		2.6	2.9		2.9	2.9		2.9
	Subtotal OC 25.4	2.4	0.0	2.4	2.8	0.0	2.8	2.8	0.0	2.8	3.2	0.0	3.2	3.2	0.0	3.2
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	0.8		0.8	1.0		1.0	1.0		1.0	1.1		1.1	1.1		1.1
25.7	Storage Services			0.0			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance	0.7		0.7	0.8		0.8	0.8		0.8	1.0		1.0	1.0		1.0
25.7	Vehicle Repair and Maintenance	0.2		0.2	0.3		0.3	0.3		0.3	0.3		0.3	0.3		0.3
25.7	Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.7	1.7	0.0	1.7	2.1	0.0	2.1	2.1	0.0	2.1	2.4	0.0	2.4	2.4	0.0	2.4
25.8	Subsistence and support of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials	2.2		2.2	2.5		2.5	2.5		2.5	2.9		2.9	2.9		2.9
	Subtotal OC 26.0	2.2	0.0	2.2	2.5	0.0	2.5	2.5	0.0	2.5	2.9	0.0	2.9	2.9	0.0	2.9
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.			0.0			0.0			0.0			0.0			0.0
31.0	Purchase of Office Furniture/Equip.	1.0		1.0	0.5		0.5	0.5		0.5	0.4		0.4	0.4		0.4
31.0	Purchase of Vehicles	2.4		2.4			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment	0.9		0.9	0.8		0.8	0.8		0.8	0.4		0.4	0.4		0.4
31.0	ADP Hardware purchases	2.5		2.5	2.4		2.4	2.4		2.4	1.5		1.5	1.5		1.5
	Subtotal OC 31.0	6.8	0.0	6.8	3.7	0.0	3.7	3.7	0.0	3.7	2.3	0.0	2.3	2.3	0.0	2.3
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& construction of bldgs.)			0.0			0.0			0.0			0.0			0.0



## Cost of Controller Operations

Org. Title: USAID/NAMIBIA Org. No: 673 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
32.0	Purchase of fixed equipment for buildings			0.0		0.0			0.0			0.0			0.0	
32.0	Building Renovations/Alterations - Office			0.0		0.0			0.0			0.0			0.0	
32.0	Building Renovations/Alterations - Residential			0.0		0.0			0.0			0.0			0.0	
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
42.0	Claims and indemnities			0.0		0.0			0.0			0.0			0.0	
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
TOTAL BUDGET		173.0	0.0	173.0	190.5	0.0	190.5	190.5	0.0	190.5	206.3	0.0	206.3	206.3	0.0	206.3
Dollars Used for Local Currency Purchases		<u>164.4</u>			<u>181.0</u>			<u>181.0</u>			<u>196.0</u>			<u>196.0</u>		
Exchange Rate Used in Computations		<u>4.9</u> -			<u>4.9</u> -			<u>4.9</u> -			<u>4.9</u> -			<u>4.9</u> -		
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Operating Expenses

Org. Title: USAID/NAMIBIA			Overseas Mission Budgets														
Org. No: 673			FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC			Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

Org. Title: USAID/NAMIBIA			Overseas Mission Budgets														
Org. No: 673			FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC			Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

Operating Expenses

Org. Title: USAID/NAMIBIA		Overseas Mission Budgets														
Org. No: 673		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	37.2		37.2	41.5		41.5	41.5		41.5	46.2		46.2	46.2		46.2
	Subtotal OC 11.1	37.2	0.0	37.2	41.5	0.0	41.5	41.5	0.0	41.5	46.2	0.0	46.2	46.2	0.0	46.2
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0.0			0.0			0.0			0.0			0.0
11.8	FN PSC Salaries	301.7		301.7	335.0		335.0	335.0		335.0	372.8		372.8	372.8		372.8
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	301.7	0.0	301.7	335.0	0.0	335.0	335.0	0.0	335.0	372.8	0.0	372.8	372.8	0.0	372.8
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	88.6		88.6	87.5		87.5	87.5		87.5	90.6		90.6	90.6		90.6
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances	1.4		1.4	0.0		0.0	0.0		0.0	0.7		0.7	0.7		0.7
12.1	Quarters Allowances			0.0			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0			0.0			0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FNDH			0.0			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits	3.3		3.3	3.7		3.7	3.7		3.7	4.2		4.2	4.2		4.2
12.1	US PSC Benefits			0.0			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FN PSC			0.0			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits	25.8		25.8	29.2		29.2	29.2		29.2	32.9		32.9	32.9		32.9
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	119.1	0.0	119.1	120.4	0.0	120.4	120.4	0.0	120.4	128.4	0.0	128.4	128.4	0.0	128.4
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0			0.0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0			0.0

Operating Expenses

Org. Title: USAID/NAMIBIA		Overseas Mission Budgets														
Org. No:	673	FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	26.7		26.7	36.8		36.8	36.8		36.8	48.7		48.7	48.7		48.7
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	15.9		15.9			0.0			0.0	13.8		13.8	13.8		13.8
21.0	Assignment to Washington Travel	2.8		2.8			0.0			0.0	10.1		10.1	10.1		10.1
21.0	Home Leave Travel	15.2		15.2	12.2		12.2	12.2		12.2	21.2		21.2	21.2		21.2
21.0	R & R Travel	12.2		12.2	30.2		30.2	30.2		30.2	11.1		11.1	11.1		11.1
21.0	Education Travel	8.3		8.3	12.2		12.2	12.2		12.2	21.3		21.3	21.3		21.3
21.0	Evacuation Travel	8.0		8.0	9.2		9.2	9.2		9.2	10.6		10.6	10.6		10.6
21.0	Retirement Travel	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	8.3		8.3	9.0		9.0	9.0		9.0	11.3		11.3	11.3		11.3
21.0	Site Visits - Mission Personnel	8.1		8.1	8.3		8.3	8.3		8.3	10.1		10.1	10.1		10.1
21.0	Conferences/Seminars/Meetings/Retreats	13.0		13.0	14.1		14.1	14.1		14.1	17.6		17.6	17.6		17.6
21.0	Assessment Travel			0.0			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0			0.0
21.0	Other Operational Travel	14.0		14.0	13.5		13.5	13.5		13.5	16.3		16.3	16.3		16.3
	Subtotal OC 21.0	132.5	0.0	132.5	145.5	0.0	145.5	145.5	0.0	145.5	192.1	0.0	192.1	192.1	0.0	192.1
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	45.0		45.0			0.0			0.0	30.0		30.0	30.0		30.0
22.0	Home Leave Freight	20.0		20.0	17.6		17.6	17.6		17.6	23.1		23.1	23.1		23.1
22.0	Retirement Freight			0.0			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.	14.0		14.0	7.6		7.6	7.6		7.6	4.8		4.8	4.8		4.8
22.0	Transportation/Freight for Res. Furniture/Equip.	2.4		2.4	3.0		3.0	3.0		3.0	1.2		1.2	1.2		1.2
	Subtotal OC 22.0	81.4	0.0	81.4	28.2	0.0	28.2	28.2	0.0	28.2	59.1	0.0	59.1	59.1	0.0	59.1
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	96.0		96.0	108.5		108.5	108.5		108.5	122.6		122.6	122.6		122.6
23.2	Rental Payments to Others - Warehouse Space	6.0		6.0	6.9		6.9	6.9		6.9	7.9		7.9	7.9		7.9
23.2	Rental Payments to Others - Residences	12.2		12.2	14.1		14.1	14.1		14.1	16.2		16.2	16.2		16.2
	Subtotal OC 23.2	114.2	0.0	114.2	129.5	0.0	129.5	129.5	0.0	129.5	146.7	0.0	146.7	146.7	0.0	146.7
23.3	Communications, utilities, and miscellaneous charge	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	14.6		14.6	16.8		16.8	16.8		16.8	19.3		19.3	19.3		19.3
23.3	Residential Utilities	26.4		26.4	30.4		30.4	30.4		30.4	35.0		35.0	35.0		35.0
23.3	Telephone Costs	25.2		25.2	29.0		29.0	29.0		29.0	33.3		33.3	33.3		33.3
23.3	ADP Software Leases			0.0			0.0			0.0			0.0			0.0

Operating Expenses

Org. Title: USAID/NAMIBIA Org. No: 673 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
23.3	ADP Hardware Lease			0.0			0.0			0.0			0.0			0.0
23.3	Commercial Time Sharing			0.0			0.0			0.0			0.0			0.0
23.3	Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0			0.0
23.3	Other Mail Service Costs			0.0			0.0			0.0			0.0			0.0
23.3	Courier Services	4.1		4.1	4.5		4.5	4.5		4.5	5.2		5.2	5.2		5.2
	Subtotal OC 23.3	70.3	0.0	70.3	80.7	0.0	80.7	80.7	0.0	80.7	92.8	0.0	92.8	92.8	0.0	92.8
24.0	Printing and Reproduction			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0			0.0
25.1	Management & Professional Support Services			0.0			0.0			0.0			0.0			0.0
25.1	Engineering & Technical Services			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	6.7		6.7	7.7		7.7	7.7		7.7	8.8		8.8	8.8		8.8
25.2	Residential Security Guard Services	2.1		2.1	2.4		2.4	2.4		2.4	2.7		2.7	2.7		2.7
25.2	Official Residential Expenses			0.0			0.0			0.0			0.0			0.0
25.2	Representation Allowances	0.8		0.8	0.8		0.8	0.8		0.8	0.8		0.8	0.8		0.8
25.2	Non-Federal Audits			0.0			0.0			0.0			0.0			0.0
25.2	Grievances/Investigations			0.0			0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0			0.0
25.2	Vehicle Rental			0.0			0.0			0.0			0.0			0.0
25.2	Manpower Contracts			0.0			0.0			0.0			0.0			0.0
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0			0.0
25.2	Recruiting activities			0.0			0.0			0.0			0.0			0.0
25.2	Penalty Interest Payments			0.0			0.0			0.0			0.0			0.0
25.2	Other Miscellaneous Services	2.9		2.9	3.3		3.3	3.3		3.3	3.8		3.8	3.8		3.8
25.2	Staff training contracts	9.0		9.0	10.0		10.0	10.0		10.0	12.0		12.0	12.0		12.0
25.2	ADP related contracts	8.0		8.0	16.0		16.0	16.0		16.0	17.0		17.0	17.0		17.0
	Subtotal OC 25.2	29.5	0.0	29.5	40.2	0.0	40.2	40.2	0.0	40.2	45.1	0.0	45.1	45.1	0.0	45.1
25.3	Purchase of goods and services from Government ac	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	87.5		87.5	116.3		116.3	116.3		116.3	119.8		119.8	119.8		119.8
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	87.5	0.0	87.5	116.3	0.0	116.3	116.3	0.0	116.3	119.8	0.0	119.8	119.8	0.0	119.8
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	2.9		2.9	3.3		3.3	3.3		3.3	3.8		3.8	3.8		3.8
25.4	Residential Building Maintenance	13.3		13.3	15.3		15.3	15.3		15.3	17.6		17.6	17.6		17.6
	Subtotal OC 25.4	16.2	0.0	16.2	18.6	0.0	18.6	18.6	0.0	18.6	21.4	0.0	21.4	21.4	0.0	21.4

## Operating Expenses

Org. Title: USAID/NAMIBIA Org. No: 673 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	7.0		7.0	8.1		8.1	8.1		8.1	9.3		9.3	9.3		9.3
25.7	Storage Services			0.0			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance	5.8		5.8	6.6		6.6	6.6		6.6	7.6		7.6	7.6		7.6
25.7	Vehicle Repair and Maintenance	1.8		1.8	2.1		2.1	2.1		2.1	2.4		2.4	2.4		2.4
25.7	Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.7	14.6	0.0	14.6	16.8	0.0	16.8	16.8	0.0	16.8	19.3	0.0	19.3	19.3	0.0	19.3
25.8	Subsistence and support of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials	17.6		17.6	20.2		20.2	20.2		20.2	23.3		23.3	23.3		23.3
	Subtotal OC 26.0	17.6	0.0	17.6	20.2	0.0	20.2	20.2	0.0	20.2	23.3	0.0	23.3	23.3	0.0	23.3
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	9.6		9.6	12.0		12.0	12.0		12.0	4.8		4.8	4.8		4.8
31.0	Purchase of Office Furniture/Equip.	8.0		8.0	4.0		4.0	4.0		4.0	3.2		3.2	3.2		3.2
31.0	Purchase of Vehicles	20.0		20.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
31.0	Purchase of Printing/Graphics Equipment	7.2		7.2	6.4		6.4	6.4		6.4	3.2		3.2	3.2		3.2
31.0	ADP Hardware purchases	20.8		20.8	20.0		20.0	20.0		20.0	12.8		12.8	12.8		12.8
	Subtotal OC 31.0	65.6	0.0	65.6	42.4	0.0	42.4	42.4	0.0	42.4	24.0	0.0	24.0	24.0	0.0	24.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& construction of bldgs.)			0.0			0.0			0.0			0.0			0.0
32.0	Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET		1087.4	0.0	1087.4	1135.3	0.0	1135.3	1135.3	0.0	1135.3	1291.0	0.0	1291.0	1291.0	0.0	1291.0
Dollars Used for Local Currency Purchases		869.9		869.9	908.2		908.2	908.2		908.2	1032.8		1032.8	1032.8		1032.8
Exchange Rate Used in Computations		4.9	-	4.9	4.9	-	4.9	4.9	-	4.9	4.9	-	4.9	4.9	-	4.9
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# TRUST FUNDS & FSN SEPARATION FUND

Orgno: 673  
Org. Title: USAID/NAMIBIA

## Foreign National Voluntary Separation Account

Action	FY 97			FY 98			FY 99		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Unfunded Liability (if any)  
at the end of each FY.

## Local Currency Trust Funds - Regular (\$000s)

	FY 97	FY 98	FY 99
Balance Start of Year	0.0	0.0	0.0
Obligations	0.0	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

Exchange Rate(s) Used

## Trust Funds in Dollar Equivalents, not in Local Country Equivalents

## Local Currency Trust Funds - Real Property (\$000s)

	FY 97	FY 98	FY 99
Balance Start of Year	0.0	0.0	0.0
Obligations	0.0	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

u:\tnare\123data\fn-21673.wk4 Trust Funds in Dollar Equivalents, not in Local Country Equivalents